

prison
entrepreneurship
program

Business Plan Competition October 2nd, 2026

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New Life Transitional Community

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New Life Transitional Community

Business Plan
October 2026

Montreal
Owner & Founder

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EXECUTIVE SUMMARY

Opportunity	Purpose	Solution																																				
At New Life Transitional Community, we solve the slowly growing epidemic of high rated of recidivism nationwide by offering a reentry ecosystem based on numerous tools for successful reintegration.	Our mission and purpose are to create stability, restore dignity, and guide people in need of a fresh start back to a level of self- sufficiency.	We offer not only fully furnished transitional homes but also financial literacy education, vocational training, mental health counseling, job placement, and so much more.																																				
Customers	Differentiators	Extras																																				
Veterans who’ve been incarcerated, veterans who are homeless, ex-inmates and PEP participants.	We offer independent modular/mobile home living spaces that help transition our residents from the mindset of institutional living to self-sufficient living.	Being veteran owned we have numerous connections with the VA and we have partnership with state officials who use us as a priority housing solution.																																				
Marketing	Start-up Costs	Financials & Extras																																				
Institutional marketing will make up 70% of our target customers. We will create relationships with TDCJ, Veterans Affairs, Judge, churches, parole supervisors, lawyers, as well as public relations.	<table><tr><td>Owner investment - cash</td><td>\$ 113,050</td></tr><tr><td>Owner investment - equipment</td><td>-</td></tr><tr><td>Vehicle and/or equipment loan</td><td>-</td></tr><tr><td>Start up financing</td><td>-</td></tr><tr><td>Total start up costs:</td><td><u>\$ 113,050</u></td></tr><tr><td>Plan Purpose:</td><td>Start-Up</td></tr></table>	Owner investment - cash	\$ 113,050	Owner investment - equipment	-	Vehicle and/or equipment loan	-	Start up financing	-	Total start up costs:	<u>\$ 113,050</u>	Plan Purpose:	Start-Up	<table><tr><td>Sales</td><td>\$ 332,000</td><td>100%</td></tr><tr><td>COGS</td><td><u>37,400</u></td><td><u>11%</u></td></tr><tr><td>Gross profit</td><td>294,600</td><td>89%</td></tr><tr><td>Overhead</td><td><u>193,500</u></td><td><u>58%</u></td></tr><tr><td>Pretax income</td><td>101,000</td><td>30%</td></tr><tr><td>Tax expense</td><td>25,200</td><td>8%</td></tr><tr><td>Owner withdrawals</td><td>-</td><td>0%</td></tr><tr><td>Net income</td><td><u>\$ 75,800</u></td><td><u>23%</u></td></tr></table>	Sales	\$ 332,000	100%	COGS	<u>37,400</u>	<u>11%</u>	Gross profit	294,600	89%	Overhead	<u>193,500</u>	<u>58%</u>	Pretax income	101,000	30%	Tax expense	25,200	8%	Owner withdrawals	-	0%	Net income	<u>\$ 75,800</u>	<u>23%</u>
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Personal Fit

Growing up I had a pretty typical upbringing based on children in my community. Most of us didn't have father's and all of our mother's worked full time jobs. As for me through I was my mother's only child. Which had it's ups and downs. Before the age of 11 I had lived in Kentucky, Virginia, New Jersey, Connecticut, South and North Carolina, Florida, Georgia and then we finally settled in Houston, Tx. I played baseball and basketball on recreational teams until I started to hanging out with some of the players smoked marijuana. That was a major turning point in my life. This was where I fell in love selling drugs. Shortly after my 14th birthday I was expelled from school because I smelled like marijuana. My mother was highly disappointed but she'd warned and punished me numerous times for doing things that were illegal. I came back home with a GED and at 15 years old I thought I had life figured out boy I was wrong. Seeing that I learned no other financial skill set only mental and physical I began to sell drugs again. While at work one day my mom found my drugs and money stash in the living room. The next day I stole a car from my old high school parking lot and thought that I was on top of the world. Money in my pocket, wheels, and multiple hustles had me thinking I didn't need my family at 16. I lived in that stolen car for 2 months until I convince a female friend's mother to let me move in. Shortly after I moved in I lost both jobs someone stole my stolen car from me and I barely had \$300 to my name due to lack of financial literacy skills. I blow thousands on clothes, food, jewelry, etc. For me and my female friend I was living with. Fast forward a little I decided to join the military. Me and my family are talking again so my mom talks to a recruiter she knows. Sadly, I failed the drug test but the recruiter helped me pass the next one. I became a US Army soldier at the age of 17. Being an only child to my mother the recruiter told me I wouldn't get sent to Iraq then 2 months after graduating basic training and advanced training I found myself on a plane to Iraq. Safe to say this was the scariest I'd been in my life. Life was so different there but I adapted than 15 months later I was back in America. I'd saved almost \$60k being overseas but at 18 years old and still with no financial skills I almost blew it all. Down to my last few thousands I took a weekend trip from Killen/Fort Hood, Tx to my home in Houston, Tx and connected with some old friends who had some drug connections. This was during a recent government shutdown when 80% of workers stopped getting paid in the military so I felt like I had no choice to continue funding my lifestyle. I successfully make it back to Fort Hood with my products and start selling them to fellow soldiers. Money starts to look good I'm feeling like I'm back on top. Until this one guy who always a solid customer had been owing me \$200 for weeks. I see him in the club one night and confront him he got fly with me so I took everything he had on him. Car keys, wallet, and shoes. He tells police and that's what gave me my first felony. Robbery no weapon 5 years TDCJ. This was the beginning to another chapter one that led me to an abundance of useful knowledge and awakening. At 23 years old in Ferguson Unit Ad. Seg I read a book called "Rich Dad Poor Dad" and a book called "Millionaire Mindset" those 2 books changed my life. I begin to look at money differently I begin to look at people differently but most of all I begin to look at myself differently. Although my trials and tribulations did not stop offer reading those life changing books my outlook on life did. I began to pursue personal development for the first time in life I chased something bigger than money. With that said here I am today still on this beautiful journey of self-embitterment.

TEAM LEADERSHIP STATEMENT

CEO:

Montreal has almost a decade of experience in the Real Estate and Finance Industries. He exemplifies what striving for excellence looks like by always exhibiting the mindset of perseverance and positivity. He also specializes in culture building through public speaking and event hosting due to his ability to lead big organizations toward productivity.

COO:

Tyler is HVAC and Construction licensed with 6 years of experience in those industries. He is very understanding and easy to get along with due to good communications skills. He also displays a very humble and eager to learn new things.

CFO:

Matthew has 30 years of customer service and mentorship experience due to being a barber. With a huge philanthropic heart and an above average mindset of positivity. Matthew loves guiding future generations towards living properly, loving unconditionally and laughing effortlessly.

CMO:

Ruben excels when interacting with people due to having 12 years of experience I the tattoo industry. He is extremely creative, artistic, and adaptable. He also a quick learner with an amazing personality.

PRODUCT/SERVICE OFFERING

I've realized that there's a market out there of forgotten and mostly outcasted people. You see we all make mistakes in life, but the ones who get caught and end up in prison, they pay an invaluable price, Time. Something you can't get reversed. Much like whatever mistakes he or she did, then given to the system is done once it's used. But the sad part is these people who make that mistake and up paying for it over and over. My name is Montreal Baxter and I believe everyone deserves a chance to have a new life. Which is why I have founded New Life Modular Community. We offer a safe haven to people getting released from prison. Along with a safe housing. We ensure tools for successful reintegration such as, financial education, character development, job placement, mental health counseling and so much more. Most transitional housing are unsafe and crowded with similar vibes as the prison population. Our Modular Community sets up promoting the mindset of independence with living conditions mirroring what it would look like if you had your own home. The business structure setup of this operations is non-profit, for-profit hybrid social enterprises. With that type of setup, we are projected to bring in \$800k in revenue with up to 40 residents in the first year. The goal is to get to more capacity of 60 residences by year 3, as revenue grows yearly to around \$1.5 million due to grants, resident rent fees, state reentry hurrying fees, etc. The overall goal is to have 5 locations in 5 major cities around the U.S., preferably, Houston, Dallas, Los Angeles, New York and Las Vegas. First, we will begin in Houston around January 2028.

MARKET

Every year 600K individuals are released from incarceration in our nation. 45K in the state of Texas alone. With one year, almost half of these people are rearrested. This is a slightly growing epidemic. Fathers and mothers are leaving their children to grow up without the guidance or love from their parents. Thus, creating an unintentional cycle of abandonment and a high chance of incarceration. Year by year these numbers grow adding to the overcrowding of not only our prison system but also the youth foster care.

We are on a mission at New Life Modular Community to break those negatively trending generational cycles and give people re-entry society real opportunities at successful reintegration.

COMPETITION

The main three competitors within this very big potential opportunity field are non-profits, shelters, an affordable housing developer. Any venture capitalist firms with the same vision could potentially use these three platforms to solicit residents to come to their establishment over New Life's.

DIFFERENTIATION

As a hybrid form of transitional housing we offer a wide range of differentiating components. Such as; we offer a complete reintegration ecosystem, not just housing. Private/ semi-private living arrangements, not dormitory/ crowded prison identical living arrangements. Financial educational curriculum, PEP & veteran priority placement, on site community rec- center, entrepreneurship incubator, credit building program, job placement partnerships, app based resident management and telehealth services. Home ownership opportunity and transportation assistance. The overall quality of our community and the benefits are seemingly never ending. We also offer vocational skill training in HVAC, WELDING< C_TECH< and CDL Licensing.

MARKETING STRATEGY

PRICE

As a For-profit, non-profit hybrid, New Life has 5 revenue streams. At full occupancy (80) residents we'll receive:

1. Resident rent (service fees) = \$150 per week x 80 = (\$576K)

2. State reentry grant (per resident) = \$5k x 80 = (\$400k)

3. Vocation skill training grant = (150k) annually

4. HUD grant = (\$250k) = one- time

5. Job placement fee = \$2k per job x 40 placements = (\$80k)

With just 5 streams of revenue, we project a gross of \$1.456 M from the full capacity in the first year.

PLACE:

New Life Transitional Community will be located in Brookshire, TX less than 20 minutes away from Houston, TX. This gives our community access to numerous resources and connections needed to fulfill our successful reintegration mission. This also raises the approval chances of overcoming the biggest non-financial weakness, zoning. Being on the outskirts of Houston gives us access to lots of land and space to build our community in our own positive protected environment. We will be easily located off of I-10 west leaving downtown Houston.

PROMOTION:

We will make invitation calls for numerous institutions and business entities to use our services. From TDCJ, judges, churches, veteran affairs, county jails, state prisons, lawyers, and non-profit shelters for homeless people. Our invitational call will state that, we understand there is a silently growing epidemic in regards to incarceration and reincarceration numbers rapidly rising. Our New Life transitional community has the cure. Safe housing is the beginning, successful transformation is the destination. With your partnership through referring potential candidates to us through our online application process, PEP graduates and veterans being released will receive priority placement. Our goal is not to just house people, but give them real help in transmitting into independent productive members of society. This and our website presence will be our main sources of promotion. Our success stories will eventually be our next form of promo. All of these avenues are virtually free forms of promotion.

VISION AND OBJECTIVES

Two Months Before Starting

- Apply to local and bank (many have expedited process for transitional housing) monitor foreclosure auction lots
- Find land, do environmental phase 1 assessment and zoning verification
- Insure land has access to water, sewer, and electricity, also insure no hazardous materials or flood plain restrictions
- Confirm business structured filing are valid and in order – 1. family trust, 2. holding company, LLC, 3. Real estate investment, LLC
- Have attorney confirm operation agreement (LLC) for investors, then finalize land purchase

First Two Months After Starting

- File permits, start prepping construction site, negotiate whole sale price with home manufacture
- Manufacture homes (off-site), deliver and install homes, hook up utilities, have homes inspected
- Do interior design, create contact for marketing to institutions, do final walk through.

First Year

- Residents move in
- We have a welcome to new life event with entire staff and residents
- Document and create contract of all lives impacted form day one

Second Year

- We have started a HVAC company, welding company, and trucking company. All through new life residents
- We will add 4 more units to the community and be able to double the residents
- Legitimacy as a community will officially be established

Fifth Year

- By this time, we will be fully operating in Dallas, San Antonio, and Lubbock Texas (asides original location in HOUSTON)
- With 4 communities making positive impacts we will begin to expand nationally

Tenth Year

- We are now operating in California, New York, Georgia, and Florida
- We have become the nation's leader in prison reform and applicate list are loaded with thousands of prospects trying to utilize our eco systems

Philanthropy

Through profits, donations, and proceeds, we've created a big brother program for teenagers whose parents are or have been incarcerated, the goal is to break the cycle of incarceration and create leaders early.

Community Impact

The impact to lower the recidivism rates around the nation is our ultimate goal. We will bring mothers and fathers back home and give them the tools to stay free. With this future generations will avoid the system at a more significant rate. Creating more productive and positive people in our society in the long run.

START-UP COST

Owner's name	Montreal
Company name	New Life Transitional Community

NAICS Business Classification

Sector (general classification)	53 Real Estate and Rental and Leasing
Sub-sector (more specific classification)	532: Rental and Leasing Services

Start-up Costs

Year 1

Assumption 4 - Total Uses

Non-Depreciable Costs	Paid or contributed in Month 1		
marketing, business cards, fliers			
cell phone purchase	100		
car/truck down payment, if leased			
permits	350		
supplies, office & misc.			
website	100		
food	500		
supplies	200		
utilities	300		
Cash needed for start-up expenses	1,550		
Depreciable Costs	Paid or contributed in Month 1	Equipment Financing (Additional to amount paid)	Depreciable Assets
company car, truck or van	60,000		60,000
company trailer			
computer, printer, fax	1,500		1,500
			-
			-
			-
building/office deposit	50,000	N/A	N/A
beginning cash balance		N/A	N/A
Cash needed for start-up assets	111,500	-	61,500
			60 assumed life (months)
			1,025 monthly depreciation
Total start up cost	113,050		

Assumption 5 - Total Sources

Cash owner will contribute and the value of owner's assets contributed to company	113,050	100%
Vehicle loan and other equipment debt (see note 7 for financing)	-	0%
Startup financing, if applicable (for example Kiva loan)		0%
Outside equity investment, if applicable		0%
Total start up cost, total sources	113,050	100%

FINANCIALS STATEMENT (PRO FORMA)

Montreal dba New Life Transitional Community
EOU, Financing, and Payroll Assumptions
Year 1

Assumption 6 - Revenue Model (Economics of One Unit)

Product 1				Product 2				Product 3				
Product name	Transitional living Resident				State ReEntry Grant							
Product description												
Price per unit		600.00	100%			5,000.00	100%				0%	
Cost of <u>one</u> unit		hours	rate			hours	rate			hours	rate	
Non-owner payroll exp.			-	0%			-	0%			-	0%
Non-owner payroll tax	9.0%		-	0%			-	0%			-	0%
cost 1 description		food	90.00	15%				0%				0%
cost 2 description		supplies	20.00	3%				0%				0%
cost 3 description				0%				0%				0%
cost 4 description		living quarters/bed coverings	60.00	10%				0%				0%
Total variable costs			170.00	28%			-	0%			-	0%
Gross profit per unit - what you see on income statement			430.00	72%			5,000.00	100%			-	0%

	Start-up Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Total Year
Transitional living Resident sold		20	20	20	20	20	20	20	20	20	20	20	220
State ReEntry Grant sold		20										20	40
sold													-
total revenue	\$	112,000	\$	12,000	\$	12,000	\$	12,000	\$	12,000	\$	112,000	\$ 332,000
total cost of sales	\$	3,400	\$	3,400	\$	3,400	\$	3,400	\$	3,400	\$	3,400	\$ 37,400
total income statement gross profit (excludes owner labor)	\$	108,600	\$	8,600	\$	8,600	\$	8,600	\$	8,600	\$	108,600	\$ 294,600

Assumption 7 - Financing

[illegible]

Assumption 8 - Payroll, nondirect

[illegible]

Assumption 9 - Equipment Purchases, after start-up

[illegible]

Montreal dba New Life Transitional Community
Projected Income and Cash Flow Statements
Year 1

	Assump- tions	Start-up Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	First Year	% of Total Revenue
Revenue	2														
Transitional living Resident	6	-	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	132,000	40%
State ReEntry Grant	6	-	100,000	-	-	-	-	-	-	-	-	-	100,000	200,000	60%
line not used	6	-	-	-	-	-	-	-	-	-	-	-	-	-	0%
Total revenue		-	112,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	112,000	332,000	100%
Cost of Goods Sold	2														
Transitional living Resident	6	-	3,400	3,400	3,400	3,400	3,400	3,400	3,400	3,400	3,400	3,400	3,400	37,400	11%
State ReEntry Grant	6	-	-	-	-	-	-	-	-	-	-	-	-	-	0%
line not used	6	-	-	-	-	-	-	-	-	-	-	-	-	-	0%
Total COGS		-	3,400	3,400	3,400	3,400	3,400	3,400	3,400	3,400	3,400	3,400	3,400	37,400	11%
Gross profit		-	108,600	8,600	8,600	8,600	8,600	8,600	8,600	8,600	8,600	8,600	108,600	294,600	89%
Expenses	2														
Auto or truck lease	-	-												-	0%
Depreciation	3	-	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	11,275	3%
Gasoline & fuels	-	-	150	150	150	150	150	150	150	150	150	150	150	1,650	0%
Insurance - bonding	-	-												-	0%
Insurance - vehicle	-	-	75	75	75	75	75	75	75	75	75	75	75	825	0%
Interest - equip & start up	7	-	-	-	-	-	-	-	-	-	-	-	-	-	0%
Marketing	-	-												-	0%
Office - rent	-	-	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	17,600	5%
Office - insurance	-	-	300	300	300	300	300	300	300	300	300	300	300	3,300	1%
Office - telephone	-	-												-	0%
Office - utilities	-	-	200	200	200	200	200	200	200	200	200	200	200	2,200	1%
Payroll - not owner and not in COGS	8	-	12,800	12,800	12,800	12,800	12,800	12,800	12,800	12,800	12,800	12,800	12,800	140,800	42%
Payroll taxes (9%)	6 & 8	-	1,152	1,152	1,152	1,152	1,152	1,152	1,152	1,152	1,152	1,152	1,152	12,672	4%
Permits	350	-												350	0%
Supplies	-	-												-	0%
Tax service	-	-												-	0%
Telephone - cellular	100	-	150	150	150	150	150	150	150	150	150	150	150	1,750	1%
Start-up expenses	1,100	-	-	-	-	-	-	-	-	-	-	-	-	1,100	0%
	-	-												-	0%
	-	-												-	0%
	-	-												-	0%
	-	-												-	0%
	-	-												-	0%
	-	-												-	0%
Total expenses		1,550	17,452	17,452	17,452	17,452	17,452	17,452	17,452	17,452	17,452	17,452	17,452	193,522	58%
Taxable profit (loss)	1	(1,550)	91,148	(8,852)	(8,852)	(8,852)	(8,852)	(8,852)	(8,852)	(8,852)	(8,852)	(8,852)	(8,852)	91,148	30%
Tax (expense) benefit	1			(20,187)			6,639			6,639			(18,361)	(25,270)	-8%
Owner's withdrawals	1	-												-	0%
Net profit (loss)		(1,550)	91,148	(29,039)	(8,852)	(8,852)	(2,213)	(8,852)	(8,852)	(2,213)	(8,852)	(8,852)	72,787	75,809	23%
Depreciation	3	-	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	11,275	
Equipment purchases	3	(111,500)	-	-	-	-	-	-	-	-	-	-	-	(111,500)	
Principle, equipment loan	7	-	-	-	-	-	-	-	-	-	-	-	-	-	
Repay debt financing	7	-	-	-	-	-	-	-	-	-	-	-	-	-	
Owner contribution	3	113,050	-	-	-	-	-	-	-	-	-	-	-	113,050	
Equity investor	3	-	-	-	-	-	-	-	-	-	-	-	-	-	
Net cash flow		-	92,173	(28,014)	(7,827)	(7,827)	(1,188)	(7,827)	(7,827)	(1,188)	(7,827)	(7,827)	73,812	88,634	
Cash, period start		-	-	92,173	64,160	56,333	48,506	47,318	39,491	31,664	30,476	22,649	14,822	-	
Cash, period end		-	92,173	64,160	56,333	48,506	47,318	39,491	31,664	30,476	22,649	14,822	88,634	88,634	