Austin Arts & Culture Center

Austin Arts & Culture Center
Business Plan
Ruth Kimble
773-457-2990
quinlan3@prodigy.net

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Executive Summary

Austin Arts & Culture Center will be an arts and cultural center in the Austin neighborhood of Chicago, Illinois. It is a registered 501(c)(3) organization that owns the building where it will operate. The center will serve children and youth aged five to 20 after school, in the evenings, and on Saturdays. Local children's clubs, organizations, schools, and other establishments will be able to use the facility for arts-related activities at no cost. It will raise funds for operations from local, state, and federal grants, as well as donations from individuals, businesses, churches, and others who wish to donate.

The West Austin area has two active after-school programs that offer hot meals and homework assistance. One of them is very well-funded and has a good record of success. However, it does not offer any art-related activities, even though art is documented to provide children and youth with skills they will need later in life. Austin Arts & Culture Center will offer arts programs for children and youth during the times of the day when they are most often home alone while parents are still at work. It will enter the after-school program providers industry as the only arts-related after-school program in the West Austin area. Its target market will be the surrounding communities, where there are a disproportionate number of women-run households and households earning under $50,000 per year. The center's target market can be reached through community events and a grand opening when it is fully functional.

Owner and administrator Ruth Kimble is known in her community as a responsible and caring person. She is also known as the owner of the Austin Childcare Providers Network and an individual who took care of children in her home for many years. Ms. Kimble is a fierce advocate for parental involvement and will always include them in activities.

Austin Arts & Culture Center

Sources and Applications of Funding

Sources:		
Grants/Donations	$	8,500,000
Total Sources:	**$**	**8,500,000**
Applications:		
Remodel	$	7,400,000
Equipment	$	20,000
Working Capital	$	167,800
Reserve/Contingency	$	801,139
Licenses/Permits	$	10,000
Architectural/Engineering	$	78,061
Grand Opening	$	5,000
Website Development	$	3,000
Pre-Revenue Salaries/Training	$	15,000
Total Applications:	**$**	**8,500,000**

Keys to Success

Location – Austin Arts & Culture Center will be located in a central part of the neighborhood where it is quite visible to housing communities, schools, childcare centers, and other learning centers.

Community Need – The center will provide needed after-school, evening, and Saturday programs that focus on the arts, providing children and youth with the opportunity to express themselves through their artistic endeavors and boost their self-esteem.

Company

Austin Arts & Culture Center is a 501(c)(3) organization that owns the building at 5707 W Division Street in Chicago, Illinois. It will be an after-school, evening, and weekend facility that offers art classes and activities to children and youth aged from five to 20. The organization will provide space for nonprofit groups in the area to use for free. Austin Arts & Culture Center is counting on donations and grants to provide the funding it needs to operate and provide needed services to the children and youth of the community.

Art has many developmental benefits for children and youth of all ages. It helps fine-tune their motor skills. It enhances their language development, and they can learn and use more descriptive words to talk about what they make. It improves their visual-spatial skills, and younger children learn more from graphic sources than other sources. Art allows children to be inventive and express themselves because they will need to develop a sense of innovation in their adult years, and it also raises their self-esteem. Cultural awareness promotes diversity and understanding of different cultures.

Programming
Austin Arts & Culture Center will offer the following programs:

- Digital Arts: Children and youth can build a body of work that spans multi-media, design, web, sound, storytelling, and performance platforms using new technology and equipment in an inclusive space.
- Art Fundamentals: Children and youth will learn the functions and elements of art, which will form a solid base for practicing their artistic skills.
- Character Design References (CDR): This is a webzine dedicated to the art of animation, video games, comics, and illustration. It is the largest community of character designers online.
- Beginner Sewing: Everything a child will need to know as they get started sewing, crocheting, or quilting. Children and youth will learn how to buy or use a sewing machine and more.
- Music, Poetry, and Dance: Led by local artists, this program will foster a lifelong love of performance and creative expression.
- Theatre Arts: A course to teach young actors the fundamentals of acting and poetry through “disciplined play”—games, improvisation, and storytelling.
- Culinary Arts: Children and youth will learn the basics of culinary arts and learn how to put them to use.

The Austin Arts & Culture Center will host the space for the above programs but not run them. It will seek artists in those disciplines and invite them to run their programs in the center. Partners including local clubs, schools, and extension programs will be invited to use the space.

There is little available space to host club and school meetings and after-school programs in the vicinity of the culture center, and Austin Arts & Culture Center will work to fill this need.

Location

The owned building is at 5707 W Division Street in Chicago, Illinois. It is in a lower-income community with many multi-unit buildings around it. Two early childhood schools are nearby, one of which is directly beside it. A local road runs past one of the buildings with lower-income housing to the right. It is a structurally sound building that recently underwent work to make it more comfortable and functional as a church.

Building Interior and Exterior

The interior of the owned building is open space with concrete floors. The kitchen has older appliances that need to be replaced, and there are some chairs and tables that need to be removed. The heating and electricity need to be upgraded. The center intends to add state-of-the-art theater equipment for use when student productions are hosted in it. The ceiling is paneled and low. Removable partitions will separate space for each group or arts and culture meeting inside.[i]

The exterior consists of brick and cement. There are two parking lots that need to be repaved. There is no outside light at the front entrance, which will need to be added and installed for safety purposes. One side of the building has boarded-up windows, which also need to be replaced. All outside building lighting will be checked and replaced or fixed if needed. These renovations will upgrade the entire facility, making it functional, comfortable, and safe. Austin Arts & Culture Center will also add a second floor that will add office space and additional space for sewing classes.[i]

Hours of Operation

Austin Arts & Culture Center will be open Monday through Friday from 3:30 PM to 7:30 PM and Saturdays from 10:00 AM to 2:00 PM. It will be closed on Sundays. Some special events may take place outside of these standard operating hours.

Partnerships

The Austin Arts & Culture Center will partner with organizations, clubs, state and local programs, schools, and churches in the area and offer them a place to hold their arts and culture programs. Below are the names of some of those with which the center owner knows and has an established relationship:

- Friendship Baptist Church
- Austin Coming Together (ACT)
- Bethel New Life
- New Moms
- Parent University

- A House in Austin
- Brunson Elementary School
- Ella Flagg Young School
- McNair School
- Boys & Girls Clubs
- Girl Scouts
- Polished Pebbles
- BUILD
- West Side Health Authority
- Project Exploration
- Westside Forward
- World Vision
- Kids First
- City of Chicago
- State of Illinois

Organization Background

Austin Arts & Culture Center is the brainchild of Ruth Kimble, who knows that after-school, evening, and weekend programs are scarce in her community. There is a noticeable lack of support for parents and children, and the center will give parents the opportunity to be involved with their children and youth at no cost. The objective of the center is to help children and youth become exposed to something different.

Organizational Structure

Austin Arts & Culture Center is a 501(c)(3) nonprofit organization registered in the state of Illinois.

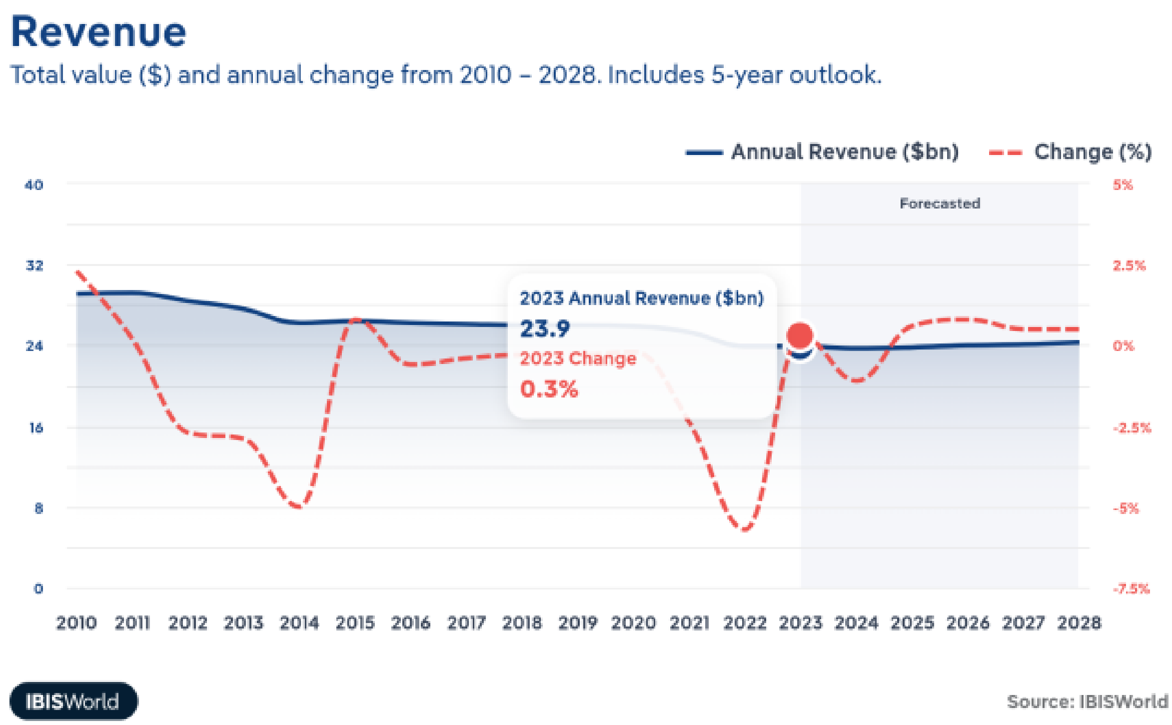
Industry Outlook

Austin Arts & Culture Center will operate in the after-school program providers industry in the United States.

After-School Program Providers Industry in the United States
After-school programs have struggled amid the problematic challenges over the past five years, which included the shutdowns and work-from-home policies during the COVID-19 pandemic. Many schools and programs operated remotely during the pandemic, which removed the need for after-school programs. Even though many workers returned to the office, there were lingering work-from-home policies that gave consumers the flexibility to stay home, work, and engage with their children, thus removing the need for after-school activities.[ii]

<u>Industry Performance</u>
Post-pandemic inflation increases and decreasing disposable incomes meant some parents could not afford after-school programs for their children. Overall, industry revenue declined at an annualized rate of 1.7 percent from 2018 to 2023.[ii]

After-school programs catering to low-income families benefit from less volatility than those catering to wealthy families, as government funding through the 21st Century Community Learning Centers (CLCC) program and other funding initiatives help support operations. Despite government funding assistance, profit has decreased as competition has increased and labor costs have risen.[ii]



<u>Industry Outlook</u>

Industry revenue is forecast to grow going forward, albeit sluggishly. Federal funding and disposable income are projected to increase, making after-school programs more affordable to parents. Program providers will need to find new sources of funding and offer convenient services. Revenue is anticipated to increase at an annualized rate of 0.3 percent to 2028 and total $24.3 billion.[ii]

<u>Products and Services Segmentation</u>

There are six segments in the after-school program providers industry that account for industry revenue.

- Educational assistance accounts for 42.1 percent of revenue, or $10.1 billion.
- Organized physical activities account for 16.6 of revenue, or $4.0 billion.
- Food and concessions account for 13.7 percent of revenue, or $3.3 billion.
- Music and art account for 11.4 percent of revenue, or $2.7 billion.
- Family activities account for 8.4 percent of revenue, or $2.0 billion.
- Workforce development accounts for 7.8 percent of revenue, or $1.9 billion.[ii]

According to Youth.gov, demand for after-school programs is robust, with almost 10.2 million children and youth participating in programs annually, including 10.0 million children in summer camps and 6.0 million in 4-H programs alone.[iii]

The Afterschool Alliance's 2020 American After 3 PM report notes that 24.6 million youth cannot access after-school programs, up from 19.4 million in 2014. Around 59.0 percent of low-income Black families and 52.0 percent of Latino families cannot.[iv] This is a critical societal problem, one of which Austin Arts & Culture Center will wish to help solve in the Austin neighborhood of Chicago.

Illinois

Parents in Illinois recognize the need for these programs as they know the programs keep children safe, help them grow and learn, and give parents some peace of mind. Cost and accessibility are barriers that most families encounter, and there is substantial support behind public funding for after-school programs in Illinois. Additionally, 94.0 percent of parents are satisfied with after-school programs, and 89.0 percent overwhelmingly support public funding for programs.[v]

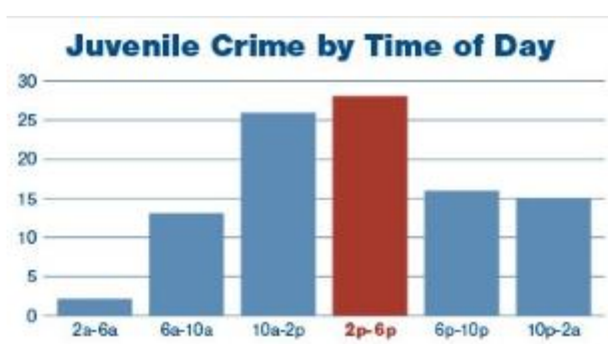
The 2020 American After 3 PM report found that 1,059,786 children and youth would participate in an after-school program if one were available to them. It also found that 282,249 kids were alone and unsupervised between the hours of 3:00 PM and 6:00 PM in 2020, or roughly 14.0 percent of Illinois kids. The average time children spend alone and unsupervised after school is 5.3 hours.[v]

Benefits for Children and Youth in After-School Programs in Illinois

- 77.0 percent of kids feel safe and stay out of trouble
- 82.0 percent of programs give working parents peace of mind
- 72.0 percent of kids are engaged in STEM learning
- 80.0 percent help kids build life skills
- 86.0 percent provide physical activities for kids[v]

Keeping Kids Safe and Out of Trouble

Data obtained from the Federal Bureau of Investigation's Uniform Crime Reporting database found that the prime time for juvenile crime in Illinois is from 2:00 PM to 6:00 PM, and 28.0 percent of crime happens in that time frame.[vi]

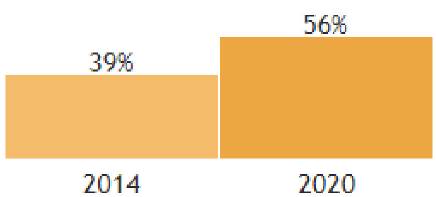


In Illinois, after-school participation decreased from 18.0 percent in 2014 to 14.0 percent in 2020.[vii]

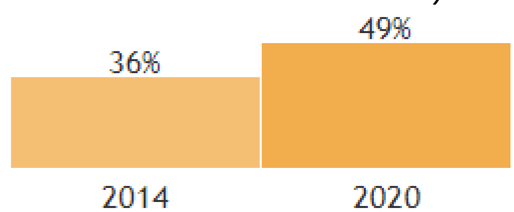
Illinois parents say there are obstacles to their child being in an after-school program.

- In 2020, 56.0 percent said after-school programs are too expensive.
- 49.0 percent of parents said programs are not available in their community.
- 54.0 percent of parents said their children do not have a safe way to get to and from programs.
- 51.0 percent of parents said the programs do not meet their needs.[vii]

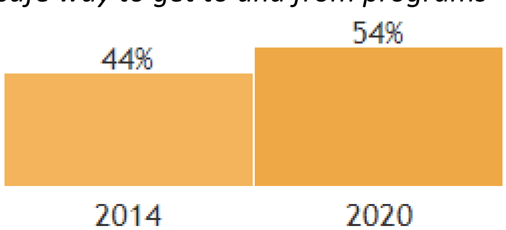
Too expensive



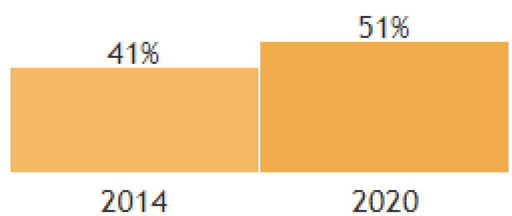
Not available in their community



No safe way to get to and from programs



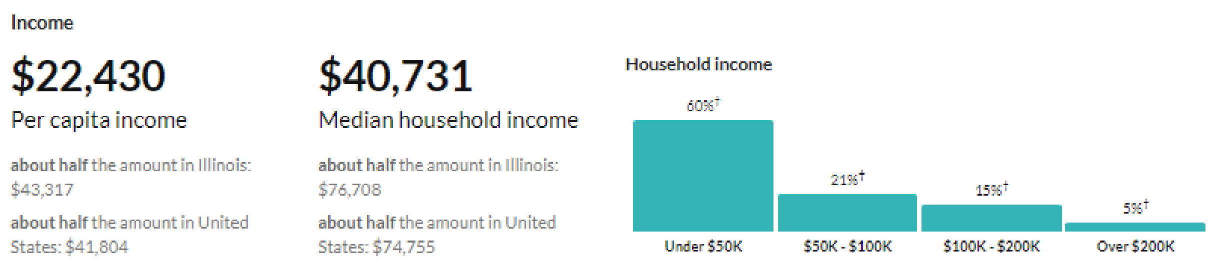
Programs do not meet parents' needs.

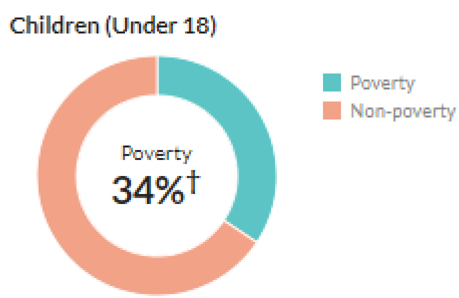


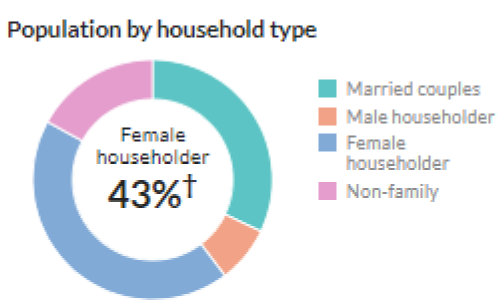
This data clearly indicates how needed the Austin Arts & Culture Center is and how it can alleviate some of the parental concerns about after-school programs.

Market Analysis

Austin Arts & Culture Center will target several neighborhoods in the West Austin-North Lawndale-East/West Garfield Park area. These neighborhoods are primarily a low-income area, with a median household income of $40,731 and a significant 60.0 percent earning under $50,000 annually. The percentage of children under age 18 living in poverty is 34.0 percent. In addition, 43.0 percent of households are headed by a female, and 4.2 percent of women between 15 and 50 gave birth in the last year. These vital data points reflect the purpose of the Austin Arts & Culture Center's opening and being a place where children and youth ages five to 20 can go after school, participate in arts programs, and be safe. Most importantly, though, the programs will be free to the community.[viii]







The Belmont Crain area includes Humboldt Park, Hermosa, and Montclare, Illinois, and is also a targeted area. The median household income is $56,412, with 44.0 percent earning under $50,000 annually. Also, 32.0 percent of children are living in poverty, and 24.0 percent of households are headed by a female. Another fact that indicates that the culture center will be valuable is that 7.1 percent of women between 15 and 50 gave birth in the last year.[ix]

Income

$25,369
Per capita income

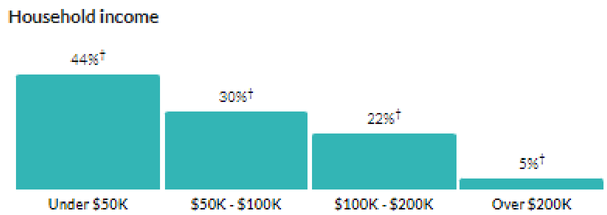
about three-fifths of the amount in Illinois: $43,317

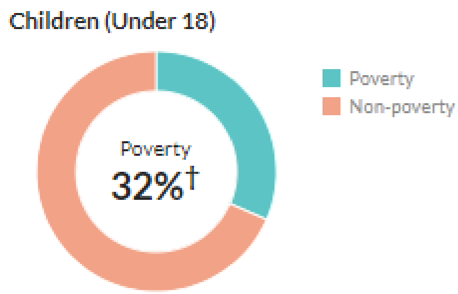
about three-fifths of the amount in United States: $41,804

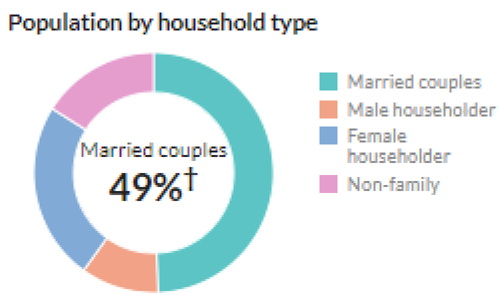
$56,412
Median household income

about three-quarters of the amount in Illinois: $76,708

about three-quarters of the amount in United States: $74,755





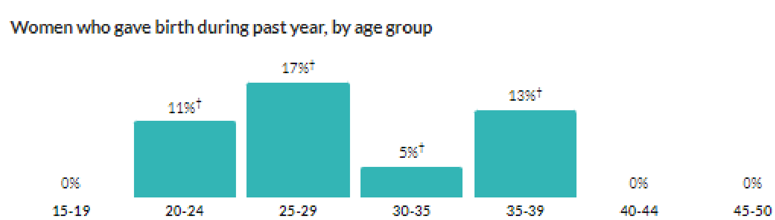


Fertility

7.1%
Women 15-50 who gave birth during past year

about 1.4 times the rate in Illinois: 5%

about 1.4 times the rate in United States: 5.2%



Competitive Landscape

By The Hand Club For Kids
415 N Laramie Avenue
Chicago, IL 60644
http://www.bythehand.org/

By The Hand Club For Kids opened in 2001 and has expanded to five locations in what it says are the most under-resourced neighborhoods. It proclaims to be a Christian organization and serves over 1,700 children. The club serves hot meals and assists children with homework. It is there for children from Kindergarten through college. A Board of Directors guides the organization. It is very transparent, and its webpage has a breakdown of its financials from 2006 to 2023. Annual reports are also available on the website, which 501(c)(3) organizations should make available to the public, as is a list of revenue by source and the percentages and expenses for the past fiscal year. It has five sites in the Chicago area, including two in the Austin neighborhood.[x]

Charming Children Before & After School Care
5304 W Chicago Avenue
Chicago, IL 60651
http://www.charmingchildcare.com/
https://www.facebook.com/people/Charming-Children-Before-After-School-Care

This competitor's website is non-functional but has an active Facebook page.[xi] It offers before- and after-school and summer programs for children. It allows parents early morning and late pick-ups and will provide dinner for the child if requested. It offers secure classrooms with cameras so parents can watch their children. There are numerous programs available including computer technology, dance classes, a game room, and more. The hours of operation are 6:00 AM to 9:00 PM Monday through Friday, Saturday from 8:00 AM to 3:00 PM, and it is closed on Sundays.

Competitor Strengths

By The Hand Club For Kids has been open since 2001 and provides a safe place for children to go after school. It offers hot meals and help with homework. It is very transparent in sharing its financials with the public. It has significant donations, and a little over half are from individuals. This allows it to stay open and provide an array of services.

Charming Children Before & After School Care is open early in the morning and stays open until 9:00 PM, providing parents with some leeway when dropping off and picking up children. It provides dinner for children and offers security both inside the classrooms and outside of the building through security cameras. It has an active Facebook page that promotes daily activities and its summer camp schedule.

Competitor Weaknesses

By The Hand Club For Kids has client complaints about rude staff, signing children in as present when they were absent (to get grant funds), and seeming understaffed. Also, it does not offer any services on its website. Despite all the financial transparency on the website, there are two large buttons to click to donate or volunteer. There is one photo on its Google business listing of the large building it occupies and nothing else. There are no interior photos or photos of services offered, leaving prospective parents wondering what services it provides and what type of environment their child will be in for several hours.

Charming Children Before & After School Care does not have a functional website. There are three generic photos on its Google business listing and zero reviews. It also does not take care of its Facebook page other than randomly posting about summer camps and special events, as considerable information is missing. The reviews posted have been written by scammers selling fake products and people paid to post phony reviews.

Competitive Advantages – Austin Arts & Culture Center

Austin Arts & Culture Center will provide arts and culture classes and activities for community residents aged five to 20. The center will be very close to schools, clubs, and organizations that offer after-school programs for youth and provide them with a safe place to host their programs for no cost. The nearby schools are within easy walking distance of the center, so children and youth do not need to take public transportation to get there. The building contains a great deal of open space for hosting all types of art and cultural activities, which can also be sectioned off. Collaboration with community partners will foster positive outcomes for the center, as the partners can use the center and recommend it to others. Parent involvement will be strongly encouraged, which will improve family time together. There are 65 partnerships to be forged and sealed, including churches, under-served youth clubs, and local and state youth programs, among many others. The center will be a positive, safe place for youth to go after school, in the evenings before parents are done working, and on the weekends, when families have more time to spend together. Arts and culture participation raises youth self-esteem and allows them to freely express themselves while learning and enhancing skills they will need as they age and become adults.

Barriers to Entry

The barriers to entry in the after-school program providers industry in the United States are low. Legally, new operators have to adhere to child safety laws and licensing requirements. Any federal funding an operator obtains requires more oversight and requirements. Startup costs are relatively inexpensive, as most rent space in their facilities or are located in schools, and not many materials are typically needed. New operators can differentiate themselves by securing the correct location. Labor expenses can be a barrier if the child-to-caretaker ratio needs to be met.[ii]

Critical Risks and Solutions

Any organization that works with children and teens will encounter critical risks to their operations. Austin Arts & Culture Center is aware of the risks it may face and will implement sound solutions to mitigate them.

A possible significant risk is that the center does not receive enough local, state, and federal funding and community donations to renovate the building. Stringent efforts will be made to ensure the funding it needs is received before the center opens. This will include applying for grants well before it intends to open and hosting fundraising events at the site. Community partners and residents will be able to see the center and what it will look like inside and learn what the building needs.

Participant accidents and injuries are another risk. It is possible that anyone using the center could trip and fall and become injured. Kitchen hazards, such as spilled liquids on the floor, create a slipping risk. Austin Arts & Culture Center will carry enough insurance to protect itself from any claims and ensure all organizations using the facility are also adequately protected. Kitchen spills will be immediately cleaned up, and any trip hazards inside and outside the building will be rectified, including repaving parking lots and sidewalks where needed.

Almost every business or organization that works with children and youth should run complete background checks on every adult who works with youth. The center will run background checks on adults working with children and youth to ensure they are not a danger to them. Parental consent forms will be given to parents of children and youth who use the center and will be kept on-site. Partner organizations may already have background checks run on staff and volunteers and will incorporate them into the organization. Unknown organizations requesting to use the center will be required to send a curriculum to ensure its activities follow its stated mission and objective.

Crime is a factor in the area where the center will be located. When children and youth do not have access to programs that keep them occupied and interested, there are more opportunities to get in trouble. Outside crime is another risk factor. Mentors will be sought for the youth attending after-school, evening, and weekend activities, and the mentors will be responsible for the child in their care. Better building lighting will deter some crime from the outside, as will installed and working security cameras. Indoor security cameras may also be installed to deter inappropriate activities within the center.

Management and Personnel

Ruth Kimble
Owner, Administrator

Ruth Kimble has an extensive history of working with organizations and children and has realized her dream of owning and operating a childcare center in her neighborhood. She worked for an organization for 22 years before it downsized her out of a job. She then worked with a relative to develop a daycare center in the suburbs for two years. However, she chose to open her own daycare business in her home, where she operated for ten years. It was then time to grow the business and move it out of her house and into the proper building. In 2005, she bought a building near her home that accommodated 70 children, which is now the Austin Childcare Providers Network building next door to the Austin Arts & Culture Center site.

It was there that she noticed the building next door, which was bought by a church. She saw that it was only being used one day a week, and inquired about purchasing the property. It has always been her dream to own and expand that building for school-aged children to use. She now owns the property, which will soon be the Austin Arts & Culture Center.

Ms. Kimble will assume the role of administrator, managing strategic goals and generally overseeing all staff hired to operate the center. Her maturity and experience working with children are the center's greatest assets.

Jessica Smith
Grant Writer, Community Liaison

Jessica Smith earned an Associate of the Arts (AA) degree in early childhood development from Malcolm X College in Chicago. She later transferred to DePaul University, earning a Bachelor of Arts in Communications and Media. During her college years, she also worked at the University of Illinois Chicago as a student ambassador for two years. After graduation, she interned for a not-for-profit organization that provided services for high school students through the Department of Education and the Upward Bound Program, and later, became its coordinator. She oversaw all the activities the program offers, of which there are many. It is a federally funded program with grants, and she learned how to successfully write them to sustain operations and expand programs.

Her role at Austin Arts & Culture Center will be in development and fundraising, working to secure grant funding and acquiring donations from community leaders and the community. As its community liaison, she will encourage and persuade neighbors, businesses, local legislators, and others to fund the center and persuade local clubs, schools, and organizations to utilize the facility. She is very well-spoken, educated, and possesses the characteristics to be successful in everything she does.

Other Personnel

Facility Director – The Facility Director will oversee all of the programs in the center and will be required to open and close the center. They will also be the go-to person if facility issues need to be rectified.
Facility Manager - This person will be responsible for scheduling organizations and clubs who want to use the facility. This individual will run background checks on all adults who will be using the center and ensure that organization and club leaders have run background checks on their staff.
Maintenance - Austin Arts & Culture Center will hire a maintenance person to clean the center after it closes and ensure all restrooms are clean and in good working order. They will notify the Facility Director if any repairs need to be made. This individual will also perform other nightly cleaning and minor repair work within the facility.

Marketing Strategy

Austin Arts & Culture Center will engage in marketing activities that are known to be effective. It will include writing and distributing flyers, networking with community leaders and organizers, an online presence, and hosting a grand opening and other open houses in the center.

Flyers will contain photos of the interior and exterior of the building, a description of the inside and the total amount of space available to use, the address, phone number, email address, and the date for upcoming open houses. The center community liaison can email the flyer to known contacts and others in order to keep costs down.

Networking with known partners, schools, churches, and other organizations and clubs, of which there are more than 65, will be very beneficial in raising awareness of the center. The flyer can be sent to them, and meeting with them in-person will raise awareness and spur the use of the center. Partners' word-of-mouth testimonials will also generate more support and use of the center, which can be long-lasting.

The center administrator and community liaison will work with local legislators and businesses to raise funds and gain support for the center. Both are known in the community and will represent the center well.

Its online presence will include a Google business listing and a Facebook account. The Google listing will consist of photos of the interior and exterior of the facility, its address and hours of operation, an email address and phone number, link to its Facebook page, and descriptions of how the center can be used. The Facebook account will also have all of this information. Facebook posts can be shared and tagged with community organizations, clubs, schools, churches, partners, and others that have a genuine interest in using the facility for arts and cultural programs after school, evenings, and weekends.

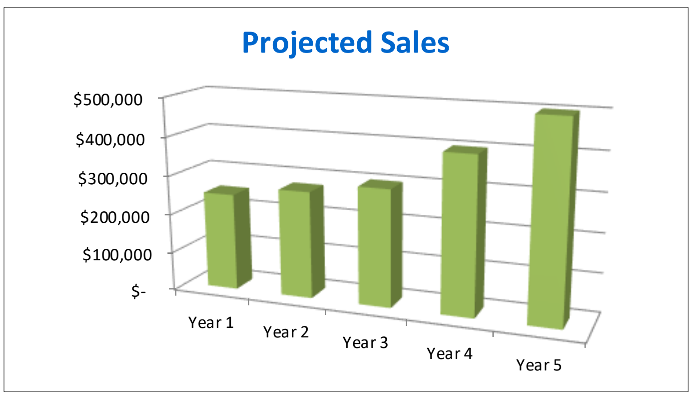
It is essential to note that the building itself is an excellent advertisement for what it offers. It is large and well seen from the roads and neighboring housing communities. It is next door to the Austin Childcare Providers Network, Northwest Austin Council, and a childcare academy. It is also near three elementary schools, a middle school, four churches, and other establishments catering to children.

As it is so visible, there will be plans to host an open house on-site as a grand opening when it is ready to open the doors. The center will provide food and drinks and give guests a tour of the facility. Guests can ask questions and take home a variety of printed materials providing more information on the available services.

Financial Summary

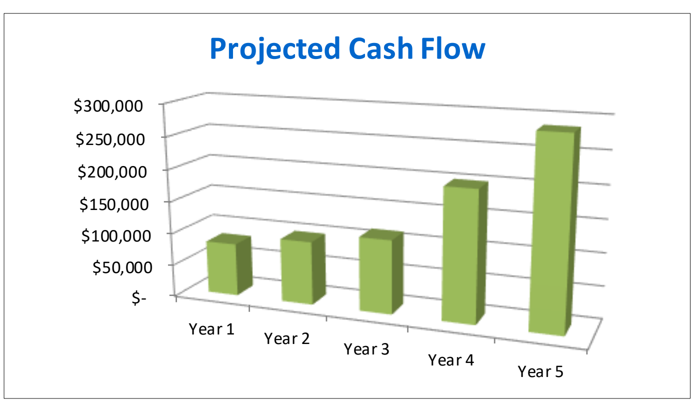
Overall revenue is expected to increase from $250,000 in the first year to $500,000 in the fifth year of operations.

Projected Sales		
Fiscal Year	***Calendar Dates***	***Expected Sales***
Year 1	June 2025 – May 2026	$ 250,000
Year 2	June 2026 – May 2027	$ 275,000
Year 3	June 2027 – May 2028	$ 300,000
Year 4	June 2028 – May 2029	$ 400,000
Year 5	June 2029 – May 2030	$ 500,000



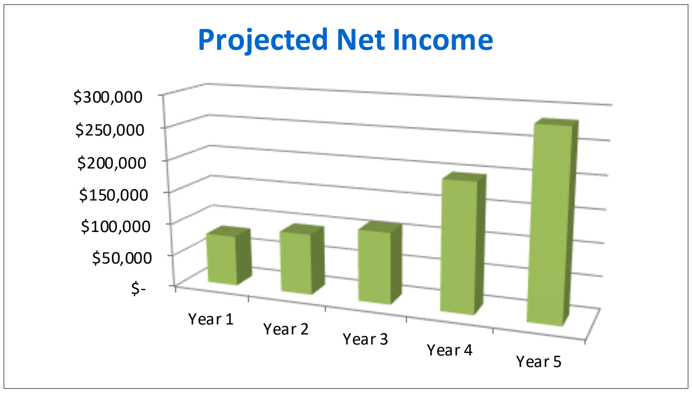
Positive cash flow is anticipated in Year 1, increasing to over $286,000 in Year 5. These funds can be utilized for additional programs or held as a buffer in case of revenue decreases.

Projected Cash Flow From Operations		
Fiscal Year	***Calendar Dates***	***Expected Cash Flow***
Year 1	June 2025 – May 2026	$ 82,200
Year 2	June 2026 – May 2027	$ 98,185
Year 3	June 2027 – May 2028	$ 113,782
Year 4	June 2028 – May 2029	$ 200,221
Year 5	June 2029 – May 2030	$ 286,232



Net income projections are similar but include a depreciation expense.

Projected Net Income From Operations - Prior to Dividend		
Fiscal Year	***Calendar Dates***	***Expected Net Income***
Year 1	June 2025 – May 2026	$ 79,000
Year 2	June 2026 – May 2027	$ 94,985
Year 3	June 2027 – May 2028	$ 110,582
Year 4	June 2028 – May 2029	$ 197,021
Year 5	June 2029 – May 2030	$ 283,032



Austin Arts & Culture Center is seeking grants and donations totaling $8.5 million. The remodel of the facility is expected to be $7.4 million, while equipment needs are about $20,000. Architectural and engineering will be about $78,000. Working capital of nearly $168,000 will provide 12 months of all expenses for early operations.

Breakeven is expected to increase throughout the first three years of operations as costs slowly rise.

Austin Arts & Culture Center
Sources and Applications of Funding

Sources:		
Grants/Donations	$	8,500,000
Total Sources:	**$**	**8,500,000**
Applications:		
Remodel	$	7,400,000
Equipment	$	20,000
Working Capital	$	167,800
Reserve/Contingency	$	801,139
Licenses/Permits	$	10,000
Architectural/Engineering	$	78,061
Grand Opening	$	5,000
Website Development	$	3,000
Pre-Revenue Salaries/Training	$	15,000
Total Applications:	**$**	**8,500,000**

Austin Arts & Culture Center
Breakeven Analysis

	Year 1:	**Year 2:**	**Year 3:**
Fixed Costs:	$ 155,300	$ 163,065	$ 171,218
Cost of Materials:	$ -	$ -	$ -
Variable Labor:	$ -	$ -	$ -
Variable Operating Expenses:	$ 15,700	$ 16,950	$ 18,200
Projected Sales:	$ 250,000	$ 275,000	$ 300,000
Breakeven Sales:	$ 165,706	$ 173,776	$ 182,276
Breakeven Monthly Sales:	$ 13,809	$ 14,481	$ 15,190

Financial Projections

Austin Arts & Culture Center
Pro Forma Income Statement:
Year 1

	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-26	**Year 1**
Total Sales:	**$ 25,000**	**$ 25,000**	**$ 20,000**	**$ 20,000**	**$ 20,000**	**$ 20,000**	**$ 20,000**	**$ 20,000**	**$ 20,000**	**$ 20,000**	**$ 20,000**	**$ 20,000**	**$ 250,000**
Material Costs	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	**$ -**
Variable Labor	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	**$ -**
Cost of Goods Sold:	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Gross Margin:	**$ 25,000**	**$ 25,000**	**$ 20,000**	**$ 20,000**	**$ 20,000**	**$ 20,000**	**$ 20,000**	**$ 20,000**	**$ 20,000**	**$ 20,000**	**$ 20,000**	**$ 20,000**	**$ 250,000**
Percent:	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	**100.00%**
Operating Expenses:													
Salaries	$ 8,333	$ 8,333	$ 8,333	$ 8,333	$ 8,333	$ 8,333	$ 8,333	$ 8,333	$ 8,333	$ 8,333	$ 8,333	$ 8,333	**$ 100,000**
Utilities	$ 750	$ 750	$ 750	$ 750	$ 750	$ 750	$ 750	$ 750	$ 750	$ 750	$ 750	$ 750	**$ 9,000**
Payroll Taxes and Benefits	$ 1,250	$ 1,250	$ 1,250	$ 1,250	$ 1,250	$ 1,250	$ 1,250	$ 1,250	$ 1,250	$ 1,250	$ 1,250	$ 1,250	**$ 15,000**
Advertising	$ 250	$ 250	$ 250	$ 250	$ 250	$ 250	$ 250	$ 250	$ 250	$ 250	$ 250	$ 250	**$ 3,000**
Office Supplies	$ 167	$ 167	$ 167	$ 167	$ 167	$ 167	$ 167	$ 167	$ 167	$ 167	$ 167	$ 167	**$ 2,000**
Insurance	$ 250	$ 250	$ 250	$ 250	$ 250	$ 250	$ 250	$ 250	$ 250	$ 250	$ 250	$ 250	**$ 3,000**
Maintenance and Supplies	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	**$ 6,000**
Accounting	$ 333	$ 333	$ 333	$ 333	$ 333	$ 333	$ 333	$ 333	$ 333	$ 333	$ 333	$ 333	**$ 4,000**
Legal and Professional Consulting	$ 417	$ 417	$ 417	$ 417	$ 417	$ 417	$ 417	$ 417	$ 417	$ 417	$ 417	$ 417	**$ 5,000**
Licenses	$ 25	$ 25	$ 25	$ 25	$ 25	$ 25	$ 25	$ 25	$ 25	$ 25	$ 25	$ 25	**$ 300**
Phone	$ 250	$ 250	$ 250	$ 250	$ 250	$ 250	$ 250	$ 250	$ 250	$ 250	$ 250	$ 250	**$ 3,000**
Program Materials	$ 417	$ 417	$ 417	$ 417	$ 417	$ 417	$ 417	$ 417	$ 417	$ 417	$ 417	$ 417	**$ 5,000**
Miscellaneous	$ 1,250	$ 1,250	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	**$ 12,500**
Depreciation	$ 267	$ 267	$ 267	$ 267	$ 267	$ 267	$ 267	$ 267	$ 267	$ 267	$ 267	$ 267	**$ 3,200**
Total Operating Expenses:	**$ 14,458**	**$ 14,458**	**$ 14,208**	**$ 14,208**	**$ 14,208**	**$ 14,208**	**$ 14,208**	**$ 14,208**	**$ 14,208**	**$ 14,208**	**$ 14,208**	**$ 14,208**	**$ 171,000**
Other Expenses:													
Interest	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	**$ -**
Total Other Expenses:	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Total Expenses:	**$ 14,458**	**$ 14,458**	**$ 14,208**	**$ 14,208**	**$ 14,208**	**$ 14,208**	**$ 14,208**	**$ 14,208**	**$ 14,208**	**$ 14,208**	**$ 14,208**	**$ 14,208**	**$ 171,000**
Net Profit (Loss) - Pretax:	**$ 10,542**	**$ 10,542**	**$ 5,792**	**$ 5,792**	**$ 5,792**	**$ 5,792**	**$ 5,792**	**$ 5,792**	**$ 5,792**	**$ 5,792**	**$ 5,792**	**$ 5,792**	**$ 79,000**
Income Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	**$ -**
Net Income:	**$ 10,542**	**$ 10,542**	**$ 5,792**	**$ 5,792**	**$ 5,792**	**$ 5,792**	**$ 5,792**	**$ 5,792**	**$ 5,792**	**$ 5,792**	**$ 5,792**	**$ 5,792**	**$ 79,000**
Dividends:	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Austin Arts & Culture Center
Pro Forma Income Statement:
Year 2 & 3

	Year 1	Q1	Q2	Q3	Q4	Year 2	Q1	Q2	Q3	Q4	Year 3
Total Sales:	**$ 250,000**	**$ 60,000**	**$ 65,000**	**$ 75,000**	**$ 75,000**	**$ 275,000**	**$ 75,000**	**$ 75,000**	**$ 75,000**	**$ 75,000**	**$ 300,000**
Material Costs	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Variable Labor	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Cost of Goods Sold	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Gross Margin:	**$ 250,000**	**$ 60,000**	**$ 65,000**	**$ 75,000**	**$ 75,000**	**$ 275,000**	**$ 75,000**	**$ 75,000**	**$ 75,000**	**$ 75,000**	**$ 300,000**
Percent:	**100.00%**	100.00%	100.00%	100.00%	100.00%	**100.00%**	100.00%	100.00%	100.00%	100.00%	**100.00%**
Operating Expenses:											
Salaries	**$ 100,000**	$ 26,250	$ 26,250	$ 26,250	$ 26,250	**$ 105,000**	$ 27,563	$ 27,563	$ 27,563	$ 27,563	**$ 110,250**
Utilities	**$ 9,000**	$ 2,363	$ 2,363	$ 2,363	$ 2,363	**$ 9,450**	$ 2,481	$ 2,481	$ 2,481	$ 2,481	**$ 9,923**
Payroll Taxes and Benefits	**$ 15,000**	$ 3,938	$ 3,938	$ 3,938	$ 3,938	**$ 15,750**	$ 4,134	$ 4,134	$ 4,134	$ 4,134	**$ 16,538**
Advertising	**$ 3,000**	$ 788	$ 788	$ 788	$ 788	**$ 3,150**	$ 827	$ 827	$ 827	$ 827	**$ 3,308**
Office Supplies	**$ 2,000**	$ 525	$ 525	$ 525	$ 525	**$ 2,100**	$ 551	$ 551	$ 551	$ 551	**$ 2,205**
Insurance	**$ 3,000**	$ 788	$ 788	$ 788	$ 788	**$ 3,150**	$ 827	$ 827	$ 827	$ 827	**$ 3,308**
Maintenance and Supplies	**$ 6,000**	$ 1,575	$ 1,575	$ 1,575	$ 1,575	**$ 6,300**	$ 1,654	$ 1,654	$ 1,654	$ 1,654	**$ 6,615**
Accounting	**$ 4,000**	$ 1,050	$ 1,050	$ 1,050	$ 1,050	**$ 4,200**	$ 1,103	$ 1,103	$ 1,103	$ 1,103	**$ 4,410**
Legal and Professional Consulting	**$ 5,000**	$ 1,313	$ 1,313	$ 1,313	$ 1,313	**$ 5,250**	$ 1,378	$ 1,378	$ 1,378	$ 1,378	**$ 5,513**
Licenses	**$ 300**	$ 79	$ 79	$ 79	$ 79	**$ 315**	$ 83	$ 83	$ 83	$ 83	**$ 331**
Phone	**$ 3,000**	$ 788	$ 788	$ 788	$ 788	**$ 3,150**	$ 827	$ 827	$ 827	$ 827	**$ 3,308**
Program Materials	**$ 5,000**	$ 1,313	$ 1,313	$ 1,313	$ 1,313	**$ 5,250**	$ 1,378	$ 1,378	$ 1,378	$ 1,378	**$ 5,513**
Miscellaneous	**$ 12,500**	$ 3,000	$ 3,250	$ 3,750	$ 3,750	**$ 13,750**	$ 3,750	$ 3,750	$ 3,750	$ 3,750	**$ 15,000**
Depreciation	**$ 3,200**	$ 800	$ 800	$ 800	$ 800	**$ 3,200**	$ 800	$ 800	$ 800	$ 800	**$ 3,200**
Total Operating Expenses:	**$ 171,000**	**$ 44,566**	**$ 44,816**	**$ 45,316**	**$ 45,316**	**$ 180,015**	**$ 47,355**	**$ 47,355**	**$ 47,355**	**$ 47,355**	**$ 189,418**
Other Expenses:											
Interest	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Other Expenses:	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Expenses:	**$ 171,000**	**$ 44,566**	**$ 44,816**	**$ 45,316**	**$ 45,316**	**$ 180,015**	**$ 47,355**	**$ 47,355**	**$ 47,355**	**$ 47,355**	**$ 189,418**
Net Profit (Loss) - Pretax:	**$ 79,000**	**$ 15,434**	**$ 20,184**	**$ 29,684**	**$ 29,684**	**$ 94,985**	**$ 27,645**	**$ 27,645**	**$ 27,645**	**$ 27,645**	**$ 110,582**
Income Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Net Income:	**$ 79,000**	**$ 15,434**	**$ 20,184**	**$ 29,684**	**$ 29,684**	**$ 94,985**	**$ 27,645**	**$ 27,645**	**$ 27,645**	**$ 27,645**	**$ 110,582**
Dividends:	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -

Austin Arts & Culture Center
Pro Forma Income Statement:
5 Year Summary

	Year 1	Year 2	Year 3	Year 4	Year 5
Total Sales:	**$ 250,000**	**$ 275,000**	**$ 300,000**	**$ 400,000**	**$ 500,000**
Material Costs	$ -	$ -	$ -	$ -	$ -
Variable Labor	$ -	$ -	$ -	$ -	$ -
Cost of Goods Sold	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Gross Margin:	**$ 250,000**	**$ 275,000**	**$ 300,000**	**$ 400,000**	**$ 500,000**
Percent:	100.00%	100.00%	100.00%	100.00%	100.00%
Operating Expenses:					
Salaries	$ 100,000	$ 105,000	$ 110,250	$ 115,763	$ 121,551
Utilities	$ 9,000	$ 9,450	$ 9,923	$ 10,419	$ 10,940
Payroll Taxes and Benefits	$ 15,000	$ 15,750	$ 16,538	$ 17,364	$ 18,233
Advertising	$ 3,000	$ 3,150	$ 3,308	$ 3,473	$ 3,647
Office Supplies	$ 2,000	$ 2,100	$ 2,205	$ 2,315	$ 2,431
Insurance	$ 3,000	$ 3,150	$ 3,308	$ 3,473	$ 3,647
Maintenance and Supplies	$ 6,000	$ 6,300	$ 6,615	$ 6,946	$ 7,293
Accounting	$ 4,000	$ 4,200	$ 4,410	$ 4,631	$ 4,862
Legal and Professional Consulting	$ 5,000	$ 5,250	$ 5,513	$ 5,788	$ 6,078
Licenses	$ 300	$ 315	$ 331	$ 347	$ 365
Phone	$ 3,000	$ 3,150	$ 3,308	$ 3,473	$ 3,647
Program Materials	$ 5,000	$ 5,250	$ 5,513	$ 5,788	$ 6,078
Miscellaneous	$ 12,500	$ 13,750	$ 15,000	$ 20,000	$ 25,000
Depreciation	$ 3,200	$ 3,200	$ 3,200	$ 3,200	$ 3,200
Total Operating Expenses:	**$ 171,000**	**$ 180,015**	**$ 189,418**	**$ 202,979**	**$ 216,968**
Other Expenses:					
Interest	$ -	$ -	$ -	$ -	$ -
Total Other Expenses:	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Total Expenses:	**$ 171,000**	**$ 180,015**	**$ 189,418**	**$ 202,979**	**$ 216,968**
Net Profit (Loss) - Pretax:	**$ 79,000**	**$ 94,985**	**$ 110,582**	**$ 197,021**	**$ 283,032**
Income Tax	$ -	$ -	$ -	$ -	$ -
Net Income:	**$ 79,000**	**$ 94,985**	**$ 110,582**	**$ 197,021**	**$ 283,032**
Dividends:	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Austin Arts & Culture Center
Projected Cash Flow Statement:
Year 1

	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-26	**Year 1**
Total Cash Receipts:	**$ 25,000**	**$ 25,000**	**$ 20,000**	**$ 20,000**	**$ 20,000**	**$ 20,000**	**$ 20,000**	**$ 20,000**	**$ 20,000**	**$ 20,000**	**$ 20,000**	**$ 20,000**	**$ 250,000**
Cash Disbursements:													
Material Costs	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	**$ -**
Variable Labor	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	**$ -**
Salaries	$ 8,333	$ 8,333	$ 8,333	$ 8,333	$ 8,333	$ 8,333	$ 8,333	$ 8,333	$ 8,333	$ 8,333	$ 8,333	$ 8,333	**$ 100,000**
Utilities	$ 750	$ 750	$ 750	$ 750	$ 750	$ 750	$ 750	$ 750	$ 750	$ 750	$ 750	$ 750	**$ 9,000**
Payroll Taxes and Benefits	$ 1,250	$ 1,250	$ 1,250	$ 1,250	$ 1,250	$ 1,250	$ 1,250	$ 1,250	$ 1,250	$ 1,250	$ 1,250	$ 1,250	**$ 15,000**
Advertising	$ 250	$ 250	$ 250	$ 250	$ 250	$ 250	$ 250	$ 250	$ 250	$ 250	$ 250	$ 250	**$ 3,000**
Office Supplies	$ 167	$ 167	$ 167	$ 167	$ 167	$ 167	$ 167	$ 167	$ 167	$ 167	$ 167	$ 167	**$ 2,000**
Insurance	$ 250	$ 250	$ 250	$ 250	$ 250	$ 250	$ 250	$ 250	$ 250	$ 250	$ 250	$ 250	**$ 3,000**
Maintenance and Supplies	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	**$ 6,000**
Accounting	$ 333	$ 333	$ 333	$ 333	$ 333	$ 333	$ 333	$ 333	$ 333	$ 333	$ 333	$ 333	**$ 4,000**
Legal and Professional Consulting	$ 417	$ 417	$ 417	$ 417	$ 417	$ 417	$ 417	$ 417	$ 417	$ 417	$ 417	$ 417	**$ 5,000**
Licenses	$ 25	$ 25	$ 25	$ 25	$ 25	$ 25	$ 25	$ 25	$ 25	$ 25	$ 25	$ 25	**$ 300**
Phone	$ 250	$ 250	$ 250	$ 250	$ 250	$ 250	$ 250	$ 250	$ 250	$ 250	$ 250	$ 250	**$ 3,000**
Program Materials	$ 417	$ 417	$ 417	$ 417	$ 417	$ 417	$ 417	$ 417	$ 417	$ 417	$ 417	$ 417	**$ 5,000**
Miscellaneous	$ 1,250	$ 1,250	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	**$ 12,500**
Loan Payment	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	**$ -**
Income Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	**$ -**
Dividends	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	**$ -**
Other Disbursements	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	**$ -**
Total Cash Disbursements:	**$ 14,192**	**$ 14,192**	**$ 13,942**	**$ 13,942**	**$ 13,942**	**$ 13,942**	**$ 13,942**	**$ 13,942**	**$ 13,942**	**$ 13,942**	**$ 13,942**	**$ 13,942**	**$ 167,800**
Net Cash Flow:	**$ 10,808**	**$ 10,808**	**$ 6,058**	**$ 6,058**	**$ 6,058**	**$ 6,058**	**$ 6,058**	**$ 6,058**	**$ 6,058**	**$ 6,058**	**$ 6,058**	**$ 6,058**	**$ 82,200**
Cumulative Cash Flow:	**$ 10,808**	**$ 21,617**	**$ 27,675**	**$ 33,733**	**$ 39,792**	**$ 45,850**	**$ 51,908**	**$ 57,967**	**$ 64,025**	**$ 70,083**	**$ 76,142**	**$ 82,200**	**$ 82,200**

Austin Arts & Culture Center
Projected Cash Flow Statement:
Year 2 & 3

	Q1	Q2	Q3	Q4	**Year 2**	Q1	Q2	Q3	Q4	**Year 3**
Total Cash Receipts:	**$ 60,000**	**$ 65,000**	**$ 75,000**	**$ 75,000**	**$ 275,000**	**$ 75,000**	**$ 75,000**	**$ 75,000**	**$ 75,000**	**$ 300,000**
Cash Disbursements:										
Material Costs	$ -	$ -	$ -	$ -	**$ -**	$ -	$ -	$ -	$ -	**$ -**
Variable Labor	$ -	$ -	$ -	$ -	**$ -**	$ -	$ -	$ -	$ -	**$ -**
Salaries	$ 26,250	$ 26,250	$ 26,250	$ 26,250	**$ 105,000**	$ 27,563	$ 27,563	$ 27,563	$ 27,563	**$ 110,250**
Utilities	$ 2,363	$ 2,363	$ 2,363	$ 2,363	**$ 9,450**	$ 2,481	$ 2,481	$ 2,481	$ 2,481	**$ 9,923**
Payroll Taxes and Benefits	$ 3,938	$ 3,938	$ 3,938	$ 3,938	**$ 15,750**	$ 4,134	$ 4,134	$ 4,134	$ 4,134	**$ 16,538**
Advertising	$ 788	$ 788	$ 788	$ 788	**$ 3,150**	$ 827	$ 827	$ 827	$ 827	**$ 3,308**
Office Supplies	$ 525	$ 525	$ 525	$ 525	**$ 2,100**	$ 551	$ 551	$ 551	$ 551	**$ 2,205**
Insurance	$ 788	$ 788	$ 788	$ 788	**$ 3,150**	$ 827	$ 827	$ 827	$ 827	**$ 3,308**
Maintenance and Supplies	$ 1,575	$ 1,575	$ 1,575	$ 1,575	**$ 6,300**	$ 1,654	$ 1,654	$ 1,654	$ 1,654	**$ 6,615**
Accounting	$ 1,050	$ 1,050	$ 1,050	$ 1,050	**$ 4,200**	$ 1,103	$ 1,103	$ 1,103	$ 1,103	**$ 4,410**
Legal and Professional Consulting	$ 1,313	$ 1,313	$ 1,313	$ 1,313	**$ 5,250**	$ 1,378	$ 1,378	$ 1,378	$ 1,378	**$ 5,513**
Licenses	$ 79	$ 79	$ 79	$ 79	**$ 315**	$ 83	$ 83	$ 83	$ 83	**$ 331**
Phone	$ 788	$ 788	$ 788	$ 788	**$ 3,150**	$ 827	$ 827	$ 827	$ 827	**$ 3,308**
Program Materials	$ 1,313	$ 1,313	$ 1,313	$ 1,313	**$ 5,250**	$ 1,378	$ 1,378	$ 1,378	$ 1,378	**$ 5,513**
Miscellaneous	$ 3,000	$ 3,250	$ 3,750	$ 3,750	**$ 13,750**	$ 3,750	$ 3,750	$ 3,750	$ 3,750	**$ 15,000**
Loan Payment	$ -	$ -	$ -	$ -	**$ -**	$ -	$ -	$ -	$ -	**$ -**
Income Tax	$ -	$ -	$ -	$ -	**$ -**	$ -	$ -	$ -	$ -	**$ -**
Dividends	$ -	$ -	$ -	$ -	**$ -**	$ -	$ -	$ -	$ -	**$ -**
Other Disbursements	$ -	$ -	$ -	$ -	**$ -**	$ -	$ -	$ -	$ -	**$ -**
Total Cash Disbursements:	**$ 43,766**	**$ 44,016**	**$ 44,516**	**$ 44,516**	**$ 176,815**	**$ 46,555**	**$ 46,555**	**$ 46,555**	**$ 46,555**	**$ 186,218**
Net Cash Flow:	**$ 16,234**	**$ 20,984**	**$ 30,484**	**$ 30,484**	**$ 98,185**	**$ 28,445**	**$ 28,445**	**$ 28,445**	**$ 28,445**	**$ 113,782**
Cumulative Cash Flow:	**$ 98,434**	**$ 119,418**	**$ 149,901**	**$ 180,385**	**$ 180,385**	**$ 208,830**	**$ 237,276**	**$ 265,721**	**$ 294,167**	**$ 294,167**

Austin Arts & Culture Center
Projected Cash Flow Statement:
5 Year Summary

	Year 1	Year 2	Year 3	Year 4	Year 5
Total Cash Receipts:	**$ 250,000**	**$ 275,000**	**$ 300,000**	**$ 400,000**	**$ 500,000**
Cash Disbursements:					
Material Costs	$ -	$ -	$ -	$ -	$ -
Variable Labor	$ -	$ -	$ -	$ -	$ -
Salaries	$ 100,000	$ 105,000	$ 110,250	$ 115,763	$ 121,551
Utilities	$ 9,000	$ 9,450	$ 9,923	$ 10,419	$ 10,940
Payroll Taxes and Benefits	$ 15,000	$ 15,750	$ 16,538	$ 17,364	$ 18,233
Advertising	$ 3,000	$ 3,150	$ 3,308	$ 3,473	$ 3,647
Office Supplies	$ 2,000	$ 2,100	$ 2,205	$ 2,315	$ 2,431
Insurance	$ 3,000	$ 3,150	$ 3,308	$ 3,473	$ 3,647
Maintenance and Supplies	$ 6,000	$ 6,300	$ 6,615	$ 6,946	$ 7,293
Accounting	$ 4,000	$ 4,200	$ 4,410	$ 4,631	$ 4,862
Legal and Professional Consulting	$ 5,000	$ 5,250	$ 5,513	$ 5,788	$ 6,078
Licenses	$ 300	$ 315	$ 331	$ 347	$ 365
Phone	$ 3,000	$ 3,150	$ 3,308	$ 3,473	$ 3,647
Program Materials	$ 5,000	$ 5,250	$ 5,513	$ 5,788	$ 6,078
Miscellaneous	$ 12,500	$ 13,750	$ 15,000	$ 20,000	$ 25,000
Loan Payment	$ -	$ -	$ -	$ -	$ -
Income Tax	$ -	$ -	$ -	$ -	$ -
Dividends	$ -	$ -	$ -	$ -	$ -
Other Disbursements	$ -	$ -	$ -	$ -	$ -
Total Cash Disbursements:	**$ 167,800**	**$ 176,815**	**$ 186,218**	**$ 199,779**	**$ 213,768**
Net Cash Flow:	**$ 82,200**	**$ 98,185**	**$ 113,782**	**$ 200,221**	**$ 286,232**
Cumulative Cash Flow:	**$ 82,200**	**$ 180,385**	**$ 294,167**	**$ 494,388**	**$ 780,619**

Austin Arts & Culture Center
Balance Sheet:

Assets:	Pre-Open	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Year 1	Year 2	Year 3	Year 4	Year 5
Current Assets:																		
Cash	$ 968,939	$ 979,747	$ 990,556	$ 996,614	$ 1,002,672	$ 1,008,731	$ 1,014,789	$ 1,020,847	$ 1,026,906	$ 1,032,964	$ 1,039,022	$ 1,045,081	$ 1,051,139	$ 1,051,139	$ 1,149,324	$ 1,263,106	$1,463,327	$1,749,558
Net Accounts Receivable	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Inventory	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Prepaid Expenses	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Accum. Depr. & Amortization		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Current Assets:	$ 968,939	$ 979,747	$ 990,556	$ 996,614	$ 1,002,672	$ 1,008,731	$ 1,014,789	$ 1,020,847	$ 1,026,906	$ 1,032,964	$ 1,039,022	$ 1,045,081	$ 1,051,139	$ 1,051,139	$ 1,149,324	$ 1,263,106	$1,463,327	$1,749,558
Fixed Assets:																		
Furniture/Fixtures	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Building	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Leasehold Improvements	$ 7,400,000	$ 7,400,000	$ 7,400,000	$ 7,400,000	$ 7,400,000	$ 7,400,000	$ 7,400,000	$ 7,400,000	$ 7,400,000	$ 7,400,000	$ 7,400,000	$ 7,400,000	$ 7,400,000	$ 7,400,000	$ 7,400,000	$ 7,400,000	$7,400,000	$7,400,000
Equipment	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000
Depreciation	$ -	$ (267)	$ (533)	$ (800)	$ (1,067)	$ (1,333)	$ (1,600)	$ (1,867)	$ (2,133)	$ (2,400)	$ (2,667)	$ (2,933)	$ (3,200)	$ (3,200)	$ (6,400)	$ (9,600)	$ (12,800)	$ (16,000)
Total Fixed Assets:	$ 7,420,000	$ 7,419,733	$ 7,419,467	$ 7,419,200	$ 7,418,933	$ 7,418,667	$ 7,418,400	$ 7,418,133	$ 7,417,867	$ 7,417,600	$ 7,417,333	$ 7,417,067	$ 7,416,800	$ 7,416,800	$ 7,413,600	$ 7,410,400	$7,407,200	$7,404,000
Total Assets:	**$ 8,388,939**	**$ 8,399,481**	**$ 8,410,022**	**$ 8,415,814**	**$ 8,421,606**	**$ 8,427,397**	**$ 8,433,189**	**$ 8,438,981**	**$ 8,444,772**	**$ 8,450,564**	**$ 8,456,356**	**$ 8,462,147**	**$ 8,467,939**	**$ 8,467,939**	**$ 8,562,924**	**$ 8,673,506**	**$8,870,527**	**$9,153,558**
Liabilities and Equity:																		
Current Liabilities:																		
Accounts Payable	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Current portion - long-term debt	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Current Liabilities:	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Long-Term Liabilities:																		
Note Payable	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Long-Term Liabilities:	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Shareholder's Equity:																		
Common Stock	$ 8,388,939	$ 8,388,939	$ 8,388,939	$ 8,388,939	$ 8,388,939	$ 8,388,939	$ 8,388,939	$ 8,388,939	$ 8,388,939	$ 8,388,939	$ 8,388,939	$ 8,388,939	$ 8,388,939	$ 8,388,939	$ 8,388,939	$ 8,388,939	$8,388,939	$8,388,939
Retained Earnings	$ -	$ 10,542	$ 21,083	$ 26,875	$ 32,667	$ 38,458	$ 44,250	$ 50,042	$ 55,833	$ 61,625	$ 67,417	$ 73,208	$ 79,000	$ 79,000	$ 173,985	$ 284,567	$ 481,588	$ 764,619
Total Shareholder's Equity:	$ 8,388,939	$ 8,399,481	$ 8,410,022	$ 8,415,814	$ 8,421,606	$ 8,427,397	$ 8,433,189	$ 8,438,981	$ 8,444,772	$ 8,450,564	$ 8,456,356	$ 8,462,147	$ 8,467,939	$ 8,467,939	$ 8,562,924	$ 8,673,506	$8,870,527	$9,153,558
Total Liabilities and Equity:	**$ 8,388,939**	**$ 8,399,481**	**$ 8,410,022**	**$ 8,415,814**	**$ 8,421,606**	**$ 8,427,397**	**$ 8,433,189**	**$ 8,438,981**	**$ 8,444,772**	**$ 8,450,564**	**$ 8,456,356**	**$ 8,462,147**	**$ 8,467,939**	**$ 8,467,939**	**$ 8,562,924**	**$ 8,673,506**	**$8,870,527**	**$9,153,558**

Austin Arts & Culture Center

Best-Case Scenario — 15% Increase in Revenues

	Year 1	Year 2	Year 3	Year 4	Year 5
Total Sales:	**$ 287,500**	**$ 316,250**	**$ 345,000**	**$ 460,000**	**$ 575,000**
Cost of Goods Sold	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Gross Margin:	**$ 287,500**	**$ 316,250**	**$ 345,000**	**$ 460,000**	**$ 575,000**
Percent:	100.00%	100.00%	100.00%	100.00%	100.00%
Total Expenses:	**$ 171,000**	**$ 180,015**	**$ 189,418**	**$ 202,979**	**$ 216,968**
Net Profit (Loss) - Pretax:	**$ 116,500**	**$ 136,235**	**$ 155,582**	**$ 257,021**	**$ 358,032**
Income Tax	$ -	$ -	$ -	$ -	$ -
Net Income:	**$ 116,500**	**$ 136,235**	**$ 155,582**	**$ 257,021**	**$ 358,032**
Dividends:	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Worst-Case Scenario — 15% Decrease in Revenues

	Year 1	Year 2	Year 3	Year 4	Year 5
Total Sales:	**$ 212,500**	**$ 233,750**	**$ 255,000**	**$ 340,000**	**$ 425,000**
Cost of Goods Sold	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Gross Margin:	**$ 212,500**	**$ 233,750**	**$ 255,000**	**$ 340,000**	**$ 425,000**
Percent:	100.00%	100.00%	100.00%	100.00%	100.00%
Total Expenses:	**$ 171,000**	**$ 180,015**	**$ 189,418**	**$ 202,979**	**$ 216,968**
Net Profit (Loss) - Pretax:	**$ 41,500**	**$ 53,735**	**$ 65,582**	**$ 137,021**	**$ 208,032**
Income Tax	$ -	$ -	$ -	$ -	$ -
Net Income:	**$ 41,500**	**$ 53,735**	**$ 65,582**	**$ 137,021**	**$ 208,032**
Dividends:	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

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