

Roxbury Arts Business Plan

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Roxbury Arts Strategic Implementation Plan

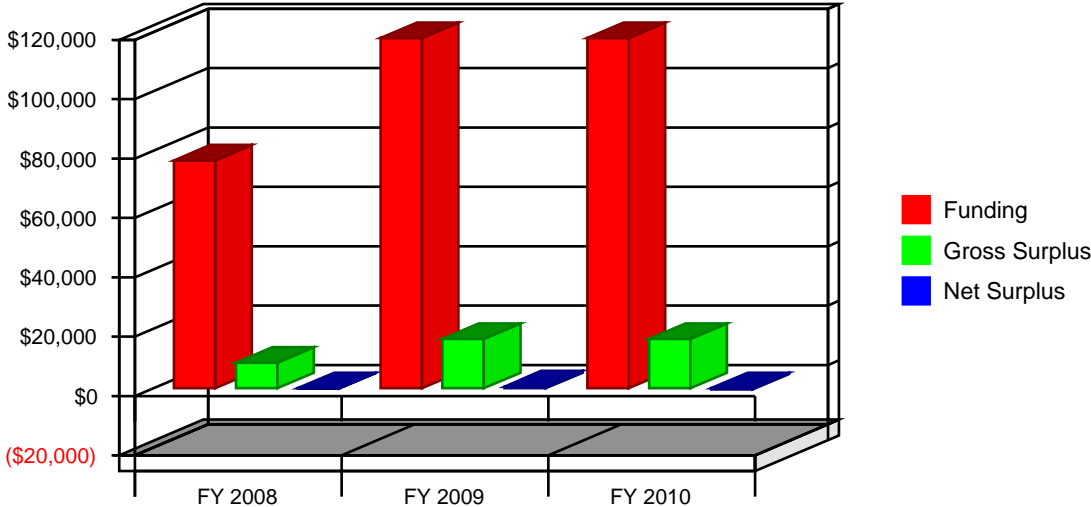
1.0 Executive Summary

The Roxbury Arts Corporation is a newly-constituted organization. It intends to become registered as a non-profit under Section 501(c)(3) of the U.S. Internal Revenue Code. Its mission will involve fostering the Arts environment in Roxbury Township and the creation, funding and operation of a new Performing Arts Center (RoxPAC) in the Recreation building at Horseshoe Lake.

This plan covers the critical activities and financial goals involved in activating the plan. These include finding volunteers, hiring a part-time Director, starting new Arts programming in Roxbury, a capital campaign for the creation of RoxPAC, and more. The campaign will be attempting to raise at least \$450,000 and as much as \$600,000 over five years. An extensive capital campaign plan is presented herein.

The following chart highlights our fundraising campaign. We intend to raise significant amounts of money in each of the next five years, most of which will be used to repay the Township of Roxbury for the renovations and capital improvements to create the Performing Arts Center. The Gross Surplus is funds remaining to be used for program/personnel expenses; the Net Surplus is the amount expected to be added to cash at the end of the year. As indicated, the vast majority of the funds raised will go towards refunding the capital costs of RoxPAC.

Highlights



1.1 Objectives

The objective of this strategic implementation plan is to achieve the mission of the Roxbury Arts Corporation in implementing the Roxbury Township Arts Vision Plan; more specifically,

1. To identify the specific actions and timeframes necessary to implement the Roxbury Arts Vision Plan,
2. To identify the human and financial resources necessary to implement the Roxbury Arts Vision Plan, and
3. To enunciate how these resources will be managed to achieve the mission objectives.

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1.2 Mission

The mission of the Roxbury Arts Corporation shall be as follows:

1. To foster the Arts in Roxbury Township, NJ,
2. To encourage cooperation and coordination among Arts organizations in Roxbury,
3. To create, finance and operate a Performing Arts facility in Roxbury,
4. To increase promotion of Arts activities in Roxbury, and
5. To increase public participation in Arts activities in Roxbury.

1.3 Keys to Success

This plan has multiple elements. Some are independent of the others, but some are dependent upon other actions occurring first.

We envision this plan being implemented along three simultaneous tracks:

- A. New Arts Programming: The immediate development and marketing of additional Arts programming in the Township;
- B. The planning of a potential Performing Arts facility on Township property; and,
- C. As a long-term plan, the inclusion in the vision of the Hercules tract development of a town center concept with a Cultural Center, to include both Fine Arts and Performing Arts facilities.

The keys to the success of this business plan are:

1. Mobilization of volunteers to help implement the programming envisioned under this plan and the creation of a Performing Arts facility,
2. Execution of a detailed fundraising plan for the Performing Arts facility,
3. Funding for, and hiring of, a part-time director to coordinate the activities of the Corporation,
4. Gaining cooperation of local Arts organizations, and
5. Identification of an appropriate software for a centralized township Arts calendar and email contact system.

2.0 Organization Summary

The Roxbury Arts Corporation ("the Corporation") is to be incorporated as soon as possible following approval of this plan. The name is available in the State of New Jersey. The Corporation will be tasked with implementing the Roxbury Township Arts Plan.

2.1 Legal Entity

The Roxbury Arts Corporation will be incorporated in the State of New Jersey. As soon after as is practicable, an application will be made with the U.S. Internal Revenue Service to become registered as a 501(c)(3), non-profit organization. This will allow contributions made to the corporation to be income tax deductible to the donors.

It is anticipated that expenses to incorporate and make the non-profit application filing will be donated by local professionals.

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2.2 Start-up Summary

It is anticipated that liability insurance will be needed by the end of year one to operate in the planned Performing Arts facility.

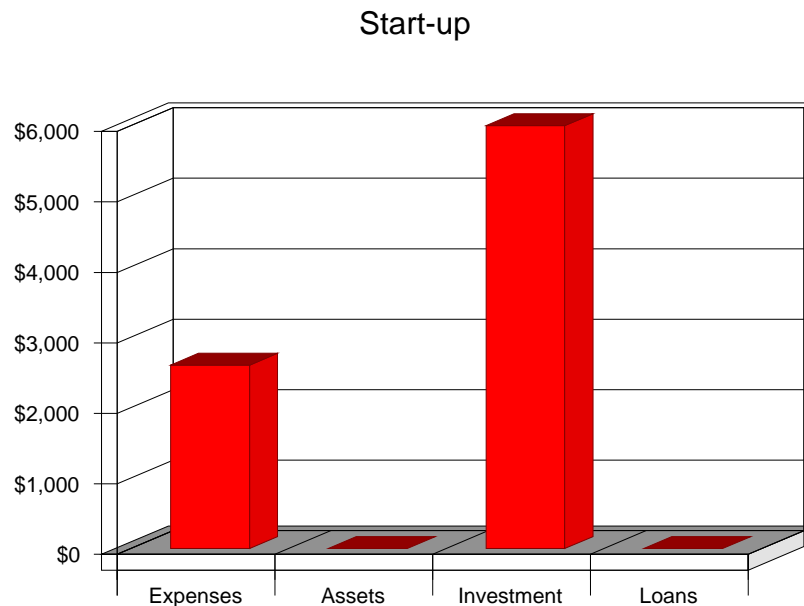
The Corporation will need basic stationery to operate.

The Corporation will need some printed materials at inception to execute its fundraising efforts. These may be donated but we are budgeting for them.

An initial benefactor will be donating \$6,000 to cover startup expenses and provide seed funding.

Table: Start-up

Start-up	
Requirements	
Start-up Expenses	
Legal	\$0
Stationery etc.	\$200
Insurance	\$1,000
Online Calendar Software	\$400
Promotional Materials	\$1,000
Total Start-up Expenses	\$2,600
Start-up Assets	
Cash Required	\$0
Other Current Assets	\$0
Long-term Assets	\$0
Total Assets	\$0
Total Requirements	\$2,600



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3.0 Services

The Roxbury Arts Corporation will provide several services to Roxbury Township residents and those of surrounding communities:

1. New and expanded Arts programming for all ages: we envision creating several new programs for local/region area residents. A marketing plan for these programs is incorporated into this business plan, and includes new theatre programming, acting/comedy classes, a new Aspiring Artist Series for young local performers, and more.
2. Centralized promotion of all local Arts programming and opportunities: we intend to license an online calendar software with the following functionality:
 - the ability to display in the calendar any Arts-oriented event or program occurring in Roxbury
 - the ability for the Arts organization partners to forward activities for posting to the online calendar
 - the ability to have individuals register an email address to receive information and updates on upcoming local Arts activities
 - the ability to automatically contact all registered users by email and promote local Arts events
3. Creation, funding and operation of the newly-envisioned Roxbury Performing Arts Center (RoxPAC): this involves the logistics of re-positioning existing stored items on the proposed site; planning for the re-fit of the space into a theatre; a capital campaign to raise funds for the Center's construction; and, ultimately, a legal agreement with the Township of Roxbury for the Roxbury Arts Corporation to operate this facility.

The creation of the RoxPAC facility would require that current stored items be moved and stored elsewhere. Our plan for these items is as follows:

1. Roxbury Recreation items in the new proposed theatre space: this will be moving into a new space at Horseshoe Lake being built in the spring of 2007 by Roxbury Rotary.
2. Roxbury Township file storage: Temporary storage would be made in PODS (Portable On Demand Storage) units at the Town Hall building. A permanent solution must be identified, and the following may be options: a) any new space available at the DPW building to be erected; b) any storage space available in the Berkshire Valley school building; c) any storage space available in the school system facilities; d) private storage facilities; e) scanning and electronic archiving, and destruction of the files; f) construction of new storage space at Horseshoe Lake or other location. Some combination of these may also make sense.
3. Police items in secure storage in the proposed theatre space: we believe these might be moved up to the Town Hall building and secured in a PODS unit. A long term solution should be identified as well. It is more sensible for these to be kept at Town Hall, since the Police Department is also located there.
4. Historical items of interest in the new proposed theatre space: these would be turned over to the Historical Society; a storage location still needs to be identified for these.
5. Roxbury Recreation items in the space adjacent to the proposed theatre space: we are talking with Roxbury Rotary and are planning to contribute to additional space in their new building to house these items.

This plan includes funds to double the size of the proposed Roxbury Rotary building to accommodate all necessary recreation and township record storage. The timing of funding may be problematic and will need to be resolved for this option to be viable. The new facility would be increased in size by adding a second floor. This would require Township Planning Board approval.

We ask that the Township cover the cost to move township storage items from the space. We also ask the Township to cover the costs of temporary storage, indicated at about \$900 per year for a 40-foot by 8-foot container.

RoxPAC would be completed in two phases: 1) the basic theatre would be outfitted in 2008, assuming fundraising success in 2007; 2) additional optional elements would be added in late 2008 or 2009 based upon additional corporate/foundation fundraising in 2008.

Phase I RoxPAC construction would be slated for the winter of 2008, assuming adequate commitments are made. Phase II construction would be started as funding for prioritized projects becomes available.

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4.0 Market Analysis Summary

Roxbury Township is a community that has grown in population and relative affluence over the past 15-20 years. General economic growth and a westward migration of New Jersey population, combined with a large amount of undeveloped land, resulted in a housing boom and significant population increase. The average income of the population increased substantially during this period, and Roxbury sits on the western border of Morris County, one of the wealthiest counties in the United States.

Roxbury has approximately 24,000 residents. Changes in local zoning laws will limit future residential growth, and so the rate of population growth has slowed, and is not likely to increase rapidly in the near future.

Roxbury's public school system has an extensive Arts program, which is widely supported by the local public. Hundreds of local children participate in music, dance, drama and fine arts courses. And these programs are not of merely average quality: Roxbury continually produces state- and national-level performing artists, and the number and variety of performances in a given year represent the primary Arts programming in the Township today. As such there is a large portion of the community that already supports Arts activities.

Roxbury has a large senior citizen population as well, and these seniors routinely travel by bus to various theatrical performances. There is most certainly an interest in the Arts for their entertainment and artistic merits among this population.

Roxbury also has a large general adult population. These residents attend the performances of their children, but a reasonable percentage also attend various other Arts programming, including New York theatre, the Community Theatre in Morristown, NJ and other local theatre and musical performing groups.

Roxbury's surrounding area has similar characteristics. Morris County is an affluent area, with numerous Arts organizations and performances supported by the local regional population. The County's population is nearly 500,000 people, offering more than enough potential "customers" for Arts programming in Roxbury. The Township also sits on the border with Sussex County which, although smaller at about 150,000 people, adds more potential participants to Roxbury's planned activities.

4.1 Market Segmentation

An extensive analysis of local demographics has not been performed. However, we see the following market segments:

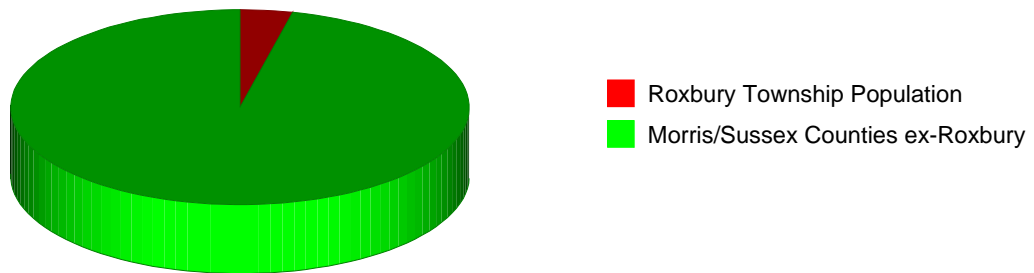
1. Age: varies in Roxbury and surrounding region from families with young children to senior citizens.
2. Income: varies in Roxbury and surrounding region from families and seniors in low-income housing to highly affluent families. Recent data indicate Roxbury's average income is higher than US norms but is slightly below Morris County's average.
3. Gender: Fairly evenly split.
4. Education: varies in Roxbury and surrounding region from no college education to advanced degrees; mostly college-educated.
5. Occupation: varies in Roxbury and surrounding region from working class trades to high-end professionals.
6. Psychographics: Roxbury and the surrounding region have experienced a change from local families living there for generations to an influx of new residents, primarily "baby boomer" families with children. This has been combined with a change from local trades and farming occupations to a wide variety of occupations and a more varied economic base.

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Table: Market Analysis

Market Analysis		2007	2008	2009	2010	2011	
Potential Customers	Growth						CAGR
Roxbury Township Population	2%	24,000	24,480	24,970	25,469	25,978	2.00%
Morris/Sussex Counties ex-Roxbury	2%	626,000	638,520	651,290	664,316	677,602	2.00%
Total	2.00%	650,000	663,000	676,260	689,785	703,580	2.00%

Market Analysis (Pie)



4.2 Target Market Segment Strategy

The various local potential markets for Arts activities can be segmented as follows:

1. Local/regional families with school-age children involved in Arts activities.
 - This market is likely in the hundreds in Roxbury, and in the thousands for the two local counties.
 - These families can be reached through local school Arts classes and general promotional tactics.
2. Local/regional senior citizens interested in entertainment options.
 - This market is likely in the low hundreds in Roxbury, and in the thousands for the two local counties. However, transportation may be difficult for the more distant, less mobile senior citizens.
 - These citizens can be approached through the local senior citizen groups and general promotional tactics.
3. Local/regional Arts "patrons", who enjoy and support a variety of Arts programming.
 - This number is likely in the low hundreds in Roxbury, and in the thousands for the two local counties.
 - These citizens can be reached by the purchase of mailing lists, cooperation with other local Arts groups, and general promotional tactics.

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4.3 Service Providers Analysis

Competition for Arts programming consists primarily of alternative entertainment options, such as cinema and television, in addition to other local or regional performing arts events. These are significant obstacles, given our time-sensitive modern society.

The Roxbury Township Arts Plan identifies several local area performing groups and venues that would provide competition for regional performances held in Roxbury. These include the Community Theatre in Morristown, NJ PAC in Newark, and several regional theatre groups (The Growing Stage in Netcong, Playwrights Theatre in Madison, Myhelan in Long Valley, etc.) in the Morris area. At the same time, the possibility of insourcing their programming to our new theatre, or existing auditoriums, creates the opportunity to leverage this competition into a benefit for Roxbury and the immediate region.

However, recent Arts events in Roxbury suggest that, despite this competition and our current societal time pressures, the community and region have the capacity to absorb more programming. An excellent example would be the memorial concert series of the Presbyterian Church on Main St., Succasunna. The most recent program featured an a cappella singing group from Yale University. The church sanctuary was full, and the concert was an unexpected net-fundraiser for the Church. Another example is the annual Roxbury High School musical, which in March, 2007 sold out the 1,200 seat RHS auditorium on successive nights.

We believe such events demonstrate a great opportunity to bring more Arts programming to the Township and the region.

5.0 Strategy and Implementation Summary

Two critical objectives must be attained for the Corporation to succeed: volunteers must be energized to enter and support the process; and the capital fundraising campaign must succeed for the Performing Arts Center to be created.

Our strategy for developing volunteers is discussed earlier in this plan.

The Corporation will endeavor to add new programming in the summer and fall of 2007. These need to be organized and marketed.

The fundraising campaign is illustrated at length herein. The campaign involves reaching a wide variety of donor constituencies with an individual approach and message.

5.2 Marketing Strategy

The specific new programming under this plan will be marketed as follows:

Proposed New Programs

Program	Target Audience	Timeframe	Location	Budget	Promotion
Acting Classes	Adults - Roxbury and vicinity	6 wk sessions/ late spring/summer	Classroom or Senior Center 6:30-9:00 pm	6 classes \$150 fee to professional teaching artist	Email, website calendar, press releases

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Theatre Arts for Kids	Children Gr. 4-6	4 wk sessions Spr/Summer or Winter	Classroom or Senior Center 9:30- 12:00 Sat Morning	\$40 fee to instructor	Email, website calendar, press releases Schools and Rec. Dept.
Aspiring Artist Series	Selected HS students and young adult musical artists to perform. General audiences	Initially offered in conjunction with the Summer Concert Series	HSL Bandshell		Email, website calendar, press releases, signage
Theatre on the Move - Exchange Program	Local audiences	TBD by performance schedule of cooperating organization	PAC or School Auditorium	TBD - initially we provide venue, theatre organization to take ticket revenue	All of the above, plus the resources of the cooperating professional theatre company

The success of this plan is dependent upon a broad based communications strategy that will accomplish the following:

1. Establish "RoxArts.com" as the primary source for arts information in the area.
2. Identify and develop targeted marketing strategies as programming is developed.
3. Collect and maintain up-to-date information from local arts organizations.
4. Identify and develop targeted marketing strategies as programming is developed.
5. Retain and build upon interested parties to strengthen the volunteer base and ensure the future growth of the organization.

Establish "RoxArts.com" as the primary source for arts information in the area.

- Create a simple, clear statement regarding the website to be used in all promotional materials, i.e., press releases, emails, flyers and signs, etc.
- Request all participating arts organizations to tag their media with web address, and add links from their websites, with particular attention to larger town organizations such as the school district and library.
- Outreach to arts groups within the surrounding vicinity to include info on their sites.
- Establish strong presence at community events – ie. Booths, short performances, promotional activities.
- Conduct a survey of arts interests among township residents to support program planning and generate interest.
- Create a media plan with regard to press releases, newsletter emails, radio spots, etc.
- Establish partnerships with online newsletter and media outlets to reach new audiences.
- Create a comprehensive plan that strengthens existing arts organizations while also promoting new initiatives.

Collect and maintain up-to-date information from local arts organizations.

- Establish regular communication with local arts organizations and leaders through direct interaction and online reports.
- Email and software applications will allow organization representatives to provide updates and information re: programming.
- Coordinate public relations activities with participating organizations.
- Develop relationships with local news media.

Identify and develop targeted marketing strategies as programming is developed.

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- As different marketing initiatives are implemented, a database must be developed to identify potential volunteers, patrons, participating arts organizations, funding sources and media contacts.
- Outreach to particular populations through personal contacts, presentations and media outlets will help identify interested people.
- Each new program developed through the Roxbury Arts Corporation will need a plan to reach its intended audience, and the coordination of necessary parties to implement that plan. This is not intended to be lengthy, merely specific.

Retain and build upon interested parties to strengthen the volunteer base and ensure the future growth of the organization.

- The Roxbury Arts Corporation and the Roxbury Performing Arts Center must attract and maintain active, involved volunteers on all levels of the organization if it is to succeed. The Board of Directors must play an active role in the establishment of this organization.
- While the fundraising plan will include various types of graduated incentives for contributing financial donors, volunteer recognition opportunities must be planned and executed to encourage ongoing commitment and future leaders.
- Establishing and maintaining strong relationships with community organizations outside of the arts arena will keep the base of support broad, as well as providing resources for future board members.

Some additional ideas:

- A readily identifiable logo representing roxARTS.com can be a valuable tool in achieving the first objective. One way to broadcast the new organization would be to hold a contest for designing the new logo. Entries can be solicited from the Roxbury High School arts department, any local graphic arts companies, Morris County Community College arts dept, etc. This can then be tied-in with Fall 07 or Spring 08 promotional events.
- Most neighboring theatres begin their seasons in the Fall – a promotion tied to Old Suckasunny Day with a pair of theatre tickets as a prize would appeal to theatres as we promote their production.

This entire business plan will be promoted locally as follows:

1. Articles will be sought in the local media (Roxbury Register, Daily Record, Star Ledger, Roxbury Image, Our Town)
2. Such major media as the New York Times should also be contacted, given the uniqueness of the Arts Plan concept, the private implementation of it, and the RoxPAC effort
3. Permission will be sought to include flyers/donation forms/info in all school arts performance programs, and perhaps to have time given for short speeches on what we're doing (band concerts, choir concerts, orchestra concerts, etc.)
4. Speeches will be made at all local organizations/clubs that will permit it
5. The Music Den will be asked to include flyers in instruments given to students
6. Potential performances at Ledgewood Mall at Holidays, etc.
7. Free cable TV advertising

5.3 Fundraising Strategy

Our fundraising strategy is focused around three needs: 1) the capital campaign to re-fit current storage space into a theatre, to create the Roxbury Performing Arts Center (RoxPAC); 2) the funding for a part-time Director position, which would be responsible for coordinating the activities of the Corporation; and 3) some working capital to cover interest expenses of the Township and other costs.

There are two separate fundraising objectives representing different potential phases of the project. The first level is \$450,000, which would allow for the renovation of existing storage space into a theatre, including dressing rooms. The second level is approximately \$650,000, and this would allow for a new lobby to be built on the lakeside of the building, upgrades to the theatre itself, and an amphitheatre just outside of the theatre itself, between the bike path and the back of the recreation building.

We would ask that the Township give permission for the renovations to move forward once adequate commitments

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have been made for the first phase of the plan (renovations).

We expect to need approximately \$450,000 in capital improvement funds to create the basic RoxPAC theatre; \$15,000 in funding for the first year of a part-time Director; and interest expense/working capital of \$35,000, for a total of \$500,000.

Funds from the capital campaign will also be used to fund the Director position for the first year, after which time the position will need to be funded by grants and/or operating profits or fundraisers of the Corporation.

Our Fundraising Plan is as follows:

1. Objective: \$650,000 total (allows for ideal improvements and full realization of the PAC vision; best-case scenario)
2. Timeframe: \$450,000 in commitments by December, 2007 (adequate to create the basic theatre and more)
3. Organizational Approach

A. Personnel required

- a. "10 for 10": 10 local residents, each commits to top 100 level giving (\$30/month, 60 months), each commits to finding nine others. This covers the private fundraising campaign; for the public campaign, we would look for 15 residents, each of whom would commit to finding 15 others. There would likely be some who choose not to contribute at the higher level who commit to this second level.
- b. Corporate/Large Personal group: Two persons to approach major companies and large potential individual donors
- c. Foundations: One person to write foundation grants
- d. Local 300/small businesses: Two persons to manage direct mail, newsletter promotional effort to these
- e. Tracking: One person to organize tracking of donations, amounts, recognition letters, capital commitment tracking/collection (credit card merchant acct, etc.)

4. Fundraising Objectives by Classification

Fundraising Objectives by Classification	Quantity	Amount	Total
A. Major Personal Donors			
a. Local: 3 @ \$25,000	3	\$ 25,000	\$ 75,000
b. Non-local: 1 @ \$25,000	1	\$ 25,000	\$ 25,000
B. Major Corporate Donors			
a. Regionals: 2 @ \$50,000	2	\$ 50,000	\$ 100,000
b. Local: 2 @ \$25,000	2	\$ 25,000	\$ 50,000
C. Major Foundation Donors: 1 @ \$50,000	1	\$ 50,000	\$ 50,000
D. Major Government Donors	1	\$ 25,000	\$ 25,000
E. Local Individuals:			
a. Top 100 @ \$1,800	100	\$ 1,800	\$ 180,000
b. Middle 300 @ \$600	300	\$ 600	\$ 180,000
c. Others: \$25,000			\$ 25,000
F. Local Businesses			
a. Top 10 @ \$2,000	10	\$ 2,000	\$ 20,000
b. Middle 30 @ \$500	30	\$ 500	\$ 15,000
c. Others: \$5,000			\$ 5,000
G. Fundraiser: \$25,000 each in 2007, 2008	2	\$ 25,000	\$ 50,000
H. Minor Foundations: 5 @ \$5,000 each	5	\$ 5,000	\$ 25,000
Total Potential			\$ 825,000

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The figures in bold represent the key fundraising targets. These amounts represent the total needed to fully fund RoxPAC.

5. Strategic Plan

- A. Pre-Public Plan: March, 2007
 - a. Prepare visuals, donor materials, mailers, etc.
 - b. Emphasize that RoxPAC will be a great asset of lasting importance to the community
 - c. Identify and recruit potential volunteers
 - d. Identify and approach potential large startup donations
- B. Individual Plan
 - a. Approach large individual donors first: March, 2007; donors to receive major plaque recognition, possible naming rights
 - b. Approach "10 of 10" prospects; complete this level of fundraising: April-June, 2007; donors to receive major plaque recognition, names on seats when possible. All recruiters must submit names, to ensure there is no overlap.
 - c. Go public with campaign for general contributions: Sept.-Nov. 2007
 - d. Visit township groups: Sept.-Nov. 2007
- C. Corporate Plan
 - a. Identify and approach local major corporations: April-June 2007
 - b. Identify and approach major regional corporations: April-June 2007
 - c. Identify and approach smaller regional companies: Sept.-Nov. 2007
 - d. Identify and approach small local companies: Sept.-Nov. 2007
- D. Foundation Plan: Capital, Initial Program Director: Winter, 2008

6. Corporate and foundation fundraising to continue after basic renovation needs are met and until the options are exhausted. This will likely go well into 2008 and possibly 2009.

Specific targets are found in the Tactical Fundraising Plan.

5.3.1 Funding Forecast

The following assumptions were made to develop this Funding Forecast:

Revenue:

1. Initial Capital Contributor: This is the amount anticipated from our first local benefactor, at \$6,000 per year for five years.
2. Public Donations: Beginning in late spring 2007, 100 contributing units at \$30 per month for five years (\$1,800)
3. Public Donations: Beginning in fall 2007, 300 additional contributing units at \$10 per month/\$30 per quarter for five years (\$600)
4. Corporate Donations: Five \$25,000 total grants, spread out at \$5,000 per year, beginning in fall, 2007
5. Program Revenue: Aspiring Artist Series will be unpaid; Theatrical Series will pay the performing company the ticket proceeds, and so will have no profit/loss impact; the Acting program is estimated at 15 students at \$50 per student, with all proceeds going to the teacher.

Expenses:

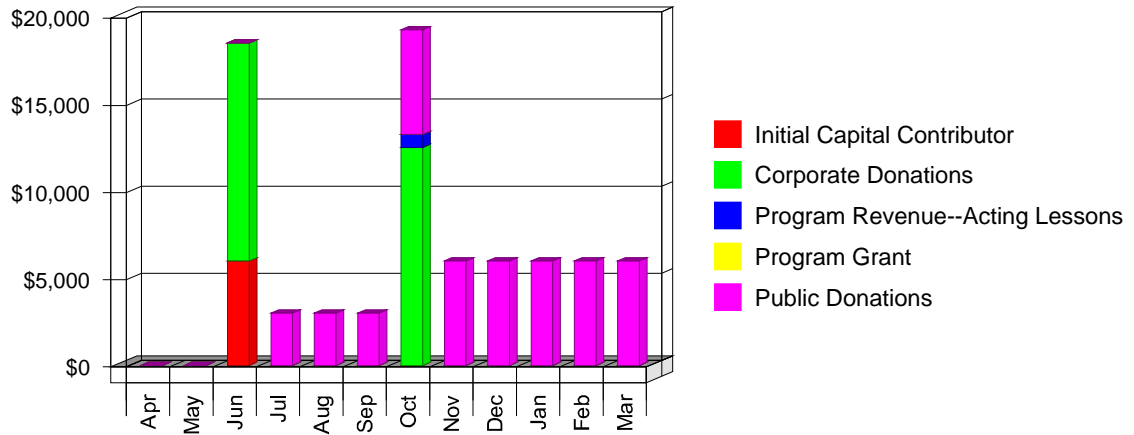
1. Program Director at \$15,000 per year, starting in September, 2007.

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Table: Funding Forecast

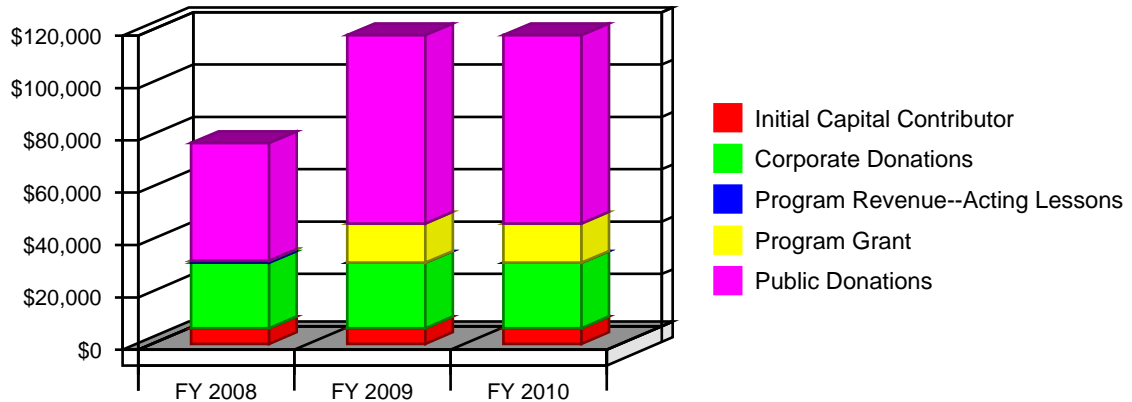
Funding Forecast			
	FY 2008	FY 2009	FY 2010
Funding			
Initial Capital Contributor	\$6,000	\$6,000	\$6,000
Corporate Donations	\$25,000	\$25,000	\$25,000
Program Revenue--Acting Lessons	\$750	\$0	\$0
Program Grant	\$0	\$15,000	\$15,000
Public Donations	\$45,000	\$72,000	\$72,000
Total Funding	\$76,750	\$118,000	\$118,000
Direct Cost of Funding			
Software	\$0	\$400	\$400
Program Costs---Acting Lessons	\$750	\$0	\$0
Credit Card Charges	\$1,350	\$0	\$0
Construction Costs	\$66,000	\$101,000	\$101,000
Subtotal Cost of Funding	\$68,100	\$101,400	\$101,400

Funding Monthly



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Funding by Year



5.4 Milestones

Incorporation: Roxbury Arts Corporation will need to be incorporated.

Town Council Tentative Approval: We hope to have tentative Township adoption of the Arts Vision plan and tentative approval of the implementation plan by early April, 2007. This tentative adoption and approval would be pending final adoption and approval of both plans. **Tentative approval will allow the RoxPAC fundraising plan to unfold in the spring and fall of 2007.** If the Township objects to the use of the current storage spaces as a theatre/performing arts space, then the fundraising plan will not go forward. But we request tentative approval of this use so that the plan may move forward on this schedule. Other aspects of the planning do not necessarily require Township approval. When adequate funds are committed in the future, the Township would be asked to help finance the renovations, pending repayment from the capital campaign.

Development of New Programming: The implementation plan identifies several new potential programs. Pending Township approval of the RoxPAC concept, the theatre and education programs can move forward. The Aspiring Artist Series can move forward without Township involvement.

Local Fundraiser Recruitment: The fundraising plan includes a private phase in the spring of 2007. The idea is to have more than half of the necessary funding already committed prior to undertaking the public campaign. The Local Fundraiser Recruitment involves gaining commitment from local residents who are willing to ask friends to meet and discuss the planned RoxPAC facility and possibly make a financial commitment to its funding. Several people have already indicated willingness to help in this role.

Identify RoxPAC Storage Alternatives: If Council decides to allow RoxPAC to move forward, the details of all storage issues will need to be solidified. Discussions of this issue have been ongoing since Jan., 2007. Temporary storage space quotes have been obtained, and the Rotary Club has been engaged to discuss the potential for increasing the size of their planned building to accommodate the additional storage needed.

Clear RoxPAC Space: If RoxPAC is approved to move forward, the current storage space will need to be cleared prior to interior demo and renovations being made. This will require Township involvement of several departments to identify records to be destroyed; records to be scanned and archived electronically or on microfiche/other medium; records to be moved to a new location, either temporary or permanent; and the actual moving of the records.

Roxbury Arts Strategic Implementation Plan

Prepare Capital Campaign Bookkeeping: Such campaigns involve commitment letters, maintenance of donor lists, credit card debit records (if planned---and the expense of this would need to be included in ultimate cost projections), letters for income tax purposes, and follow up on donors who fall behind in their commitment.

Initial Benefactor Meetings: Several large potential donors will be approached in the spring of 2007 for potential large contributions. These people will be identified from local contacts and potential arts contributors networks.

Volunteer Recruitment Meetings: These meetings will take place in the spring and fall of 2007. Township organizations and RHS arts/performing arts parents will be approached.

Public Fundraising Campaign: This campaign will occur in the fall of 2007. The objective is to reach a goal of 300 individual commitments of \$500, or \$100 per year for five years. It will consist of: 1) media/publicity appeals for donors, including The Image, Our Town, Roxbury Register, and other publications; 2) local networking; and 3) a direct mail campaign, if a sponsor can be found to underwrite it.

Hire A Director: This would involve finding a part-time person to coordinate activities as defined herein. Initial indications of interest show that \$15,000 per year is reasonable for the type of position described.

Identify Potential Theatrical Partners: Ultimately we would like to see at least four professional or semi-professional level dramatic/musical presentations occurring in the Township yearly. These are typically weekend night/Sunday afternoon timeframes. We would be approaching regional groups to inquire as to their interest in bringing their programming to the Township. The concept is that they would be extending the run of existing programming by one weekend and performing it here. As such the amount of marginal additional preparation is minimized for them. They would likely keep most or all of the ticket sale revenues. If RoxPAC is developed, a portion of all tickets would likely go to the payoff of the capital renovations.

Identify Potential Aspiring Artists: In the spring of 2007, we will be asking the high and middle school performing arts teachers to recommend four performers with great potential. These would be invited to perform for 30 minutes at the beginning of each Summer Concert in 2007. This would increase attendance at the summer concert series, and provide a showcase opportunity for these young Township performers.

Finalize Aspiring Artist Series: This would follow the identification of potential performers for the summer concert series.

Market Acting Classes: This would be done in accordance with the marketing plan herein.

Two Corporate Donors Closed: Our goal would be to have commitments from two large corporate donors by June 30, 2007. There are several large corporations with close ties to community members, and these are the likely targets for this fundraising.

Two More Corporate Donors Closed: Our goal would be to have an additional two commitments from large corporate donors by year end, 2007.

Web Software Identified: The software to provide a centralized Arts calendar and email promotion mechanism should be identified in this phase.

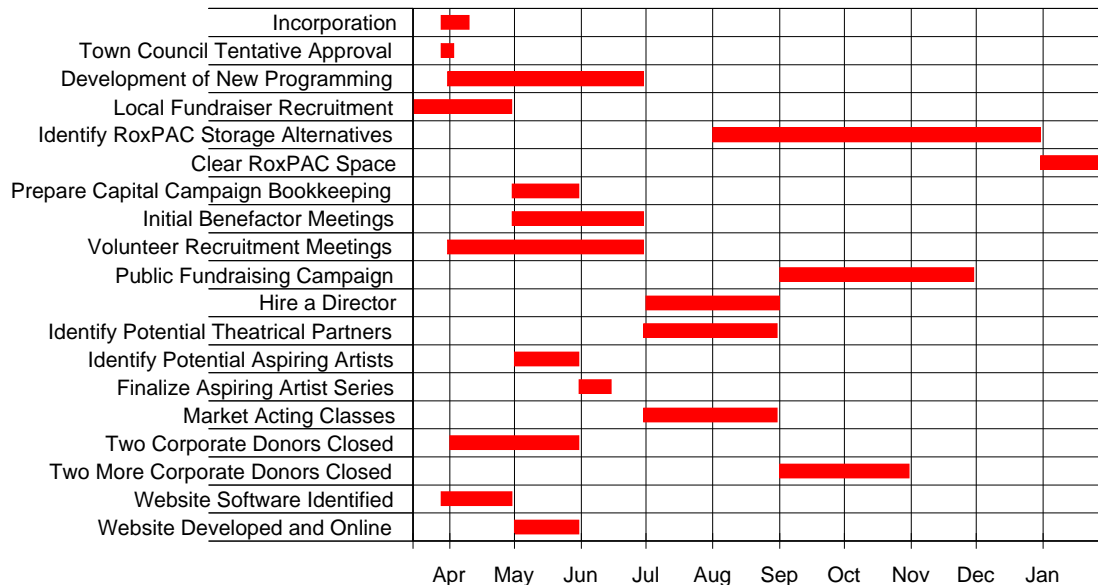
Website Developed and Online: The Corporation would be putting up its own website, providing the online calendar and information on its activities.

Roxbury Arts Strategic Implementation Plan

Table: Milestones

Milestones					
Milestone	Start Date	End Date	Budget	Manager	Department
Incorporation	3/28/2007	3/15/2007	\$0	Smith	
Town Council Tentative Approval	3/28/2007	4/3/2007	\$0	Council	
Development of New Programming	3/31/2007	6/30/2007	\$0	TBD	
Local Fundraiser Recruitment	3/15/2007	4/30/2007	\$0	Smith	
Identify RoxPAC Storage Alternatives	8/1/2007	12/31/2007	\$0	TBD	
Clear RoxPAC Space	12/31/2007	1/31/2008	\$0	TBD	
Prepare Capital Campaign Bookkeeping	4/30/2007	5/31/2007	\$0	TBD	
Initial Benefactor Meetings	4/30/2007	6/30/2007	\$1,000	Smith	
Volunteer Recruitment Meetings	3/31/2007	6/30/2007	\$0	TBD	
Public Fundraising Campaign	9/1/2007	11/30/2007	\$0	TBD	
Hire a Director	7/1/2007	9/1/2007	\$0	TBD	
Identify Potential Theatrical Partners	6/30/2007	8/31/2007	\$0	Smith, Lamoureux	
Identify Potential Aspiring Artists	5/1/2007	5/31/2007	\$0	Lynch/RHS/EMS	
Finalize Aspiring Artist Series	5/31/2007	6/15/2007	\$0	TBD	
Market Acting Classes	6/30/2007	8/31/2007	\$0	Lamoureux?	
Two Corporate Donors Closed	4/1/2007	5/31/2007	\$0	Smith	
Two More Corporate Donors Closed	9/1/2007	10/31/2007	\$0	Smith	
Website Software Identified	3/28/2007	4/30/2007	\$0	Smith, Kuncken	
Website Developed and Online	5/1/2007	5/31/2007	\$0	Mauro?	
Totals			\$1,000		

Milestones



Roxbury Arts Strategic Implementation Plan

6.0 Web Plan Summary

Roxbury Arts Corporation has obtained the domain name www.roxARTS.com. (The .org designation was not available.) A website will be created, incorporating the Arts calendar and email program, with donated help.

The website will:

- explain the mission of the Corporation;
- provide access to the Arts calendar;
- provide opportunities to request new calendar items be added;
- provide the opportunity to register an email address on the mailing list;
- and provide links to other local Arts organizations.

6.1 Website Marketing Strategy

Our website will be marketed in the following ways:

1. Other local interested organizations will be asked to provide links to www.roxARTS.com.
2. Local media will be asked to publicize the address.
3. Our stationery and all communications will publicize the address.

6.2 Development Requirements

Our website will be developed using donated help.

The site will require an attractive front end (visible site).

The site will also require software running in the background for our online calendar and email program. At this time, several possibilities exist for this software, including google calendar (info found at <http://www.google.com/intl/en/googlecalendar/tour.html>), a product from www.mhsoftware.com and the use of a township software option.

The site will create work in approving the addition of activities to the site.

Milestones for completion:

1. Backend software chosen: April 30, 2007
2. Frontend developed: May 31, 2007

Roxbury Arts Strategic Implementation Plan

7.0 Management Summary

The management of Roxbury Arts Corporation will be led by a Board of Directors (to be constituted shortly). This Board will include representatives from other local Arts organizations, performers and patrons.

The Corporation will endeavor to hire a part-time Director by the fall of 2007.

The Corporation will undertake promotional efforts beginning in the spring of 2007 to develop a volunteer base to support its operations. Volunteer recruitment will be occur by:

- speaking to the Roxbury High School Arts organizations parents (Band Patrons, Orchestra Parents, Chorus Parents, etc),
- speaking to all local organizations that will allow us to discuss this plan at their meetings,
- publicity in local media,
- use of the email facility in the online software being sought.

The message will emphasize the need for as many volunteers as possible, with each one having a small amount of time commitment.

Volunteers need to be sought early in the plan to help implement its parts.

7.1 Personnel Plan

Our Board of Directors will serve without compensation.

It is estimated that our Director will be paid \$15,000 per year on a part-time basis. The position will be paid on a consulting basis, generating a 1099 rather than a W-2 employee relationship. We would likely look for candidates locally as well as in the graduate degree non-profit programs of local colleges (e.g., Seton Hall's Center for Public Service). Responsibilities will include:

1. Review and approval of calendar addition items.
2. Grant writing.
3. Coordination of promotional efforts.
4. Coordination of programming.
5. Coordination of volunteers serving at events.
6. Fundraising support and coordination.

All other positions are envisioned as volunteer/unpaid positions.

The Capital Campaign Director will be responsible for executing the Capital Campaign plan and recruiting volunteer help for the fundraising effort. A volunteer for this director position has been identified.

The Capital Campaign will need at least 15 volunteers. Most of these will be involved in the spring and fall of 2007 to invite potential donors to meetings at which the capital campaign commitment will be presented and commitments will be sought. Several of these volunteers have been found already. One long term volunteer will be needed to help track and account for all capital contributions. Several other volunteers will be needed in the fall of 2007 to coordinate the public fundraising campaign. This will involve media/publicity efforts and other administrative tasks. Finally, a grant writing volunteer must be identified, unless the Director can handle this role. While the primary fundraising will be accomplished locally, the larger parts of the plan (lobby, amphitheatre, etc.) may ultimately require grants from corporations and foundations.

A volunteer will be needed to forward event information to media outlets.

Volunteers for events will serve without compensation.

Roxbury Arts Strategic Implementation Plan

Table: Personnel

Personnel Plan	FY 2008	FY 2009	FY 2010
Board of Directors	\$0	\$0	\$0
Director	\$8,750	\$15,000	\$16,000
Capital Campaign Director	\$0	\$0	\$0
Capital Campaign Assistants (2)	\$0	\$0	\$0
Capital Campaign Local Fundraisers (10 minimum)	\$0	\$0	\$0
Promotions Manager	\$0	\$0	\$0
Fundraising Bookkeeper	\$0	\$0	\$0
Other Fundraising Volunteers (4-5)	\$0	\$0	\$0
Grant Writer	\$0	\$0	\$0
Performance Support: Box Office, Ushers (4 per performance)	\$0	\$0	\$0
Total People	0	0	0
Total Payroll	\$8,750	\$15,000	\$16,000

8.0 Financial Plan

8.1 Start-up Funding

Our initial benefactor will be contributing \$6,000. This will fund startup expenses and will help to seed the capital campaign and program director position.

Roxbury Arts Strategic Implementation Plan

Table: Start-up Funding

Start-up Funding	
Start-up Expenses to Fund	\$2,600
Start-up Assets to Fund	\$0
Total Funding Required	\$2,600
Assets	
Non-cash Assets from Start-up	\$0
Cash Requirements from Start-up	\$0
Additional Cash Raised	\$3,400
Cash Balance on Starting Date	\$3,400
Total Assets	\$3,400
Liabilities and Capital	
Liabilities	
Current Borrowing	\$0
Long-term Liabilities	\$0
Other Current Liabilities	\$0
Total Liabilities	\$0
Capital	
Planned Investment	
Initial Benefactor	\$6,000
Investor	\$0
Additional Investment Requirement	\$0
Total Planned Investment	\$6,000
Loss at Start-up (Start-up Expenses)	(\$2,600)
Total Capital	\$3,400
Total Capital and Liabilities	\$3,400
Total Funding	\$6,000

8.2 Important Assumptions

This plan assumes that the Corporation will be successful in its objectives of finding volunteers and raising capital funding. If these fail, the Corporation's activities will be limited to running its website and fostering Arts programming.

8.4 Projected Surplus or Deficit

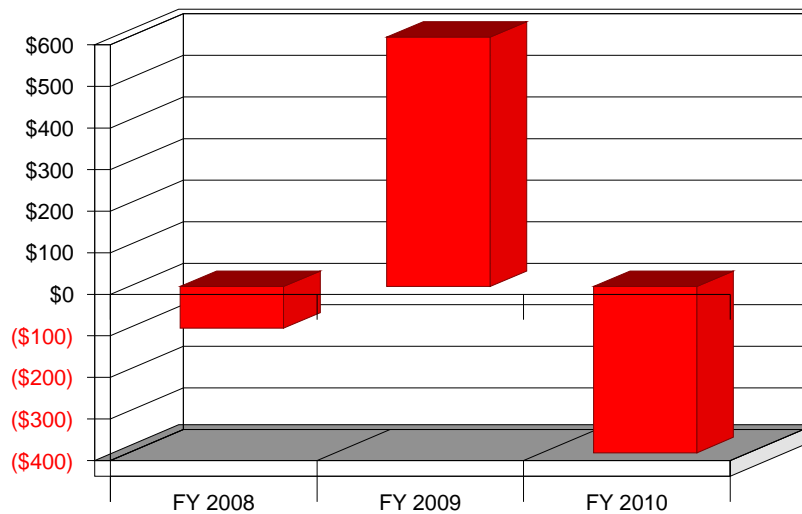
Our plan assumes that most of the surplus generated each year will go to the Township of Roxbury to repay it for the funding of capital improvements that create the Performing Arts Center.

Roxbury Arts Strategic Implementation Plan

Table: Surplus and Deficit

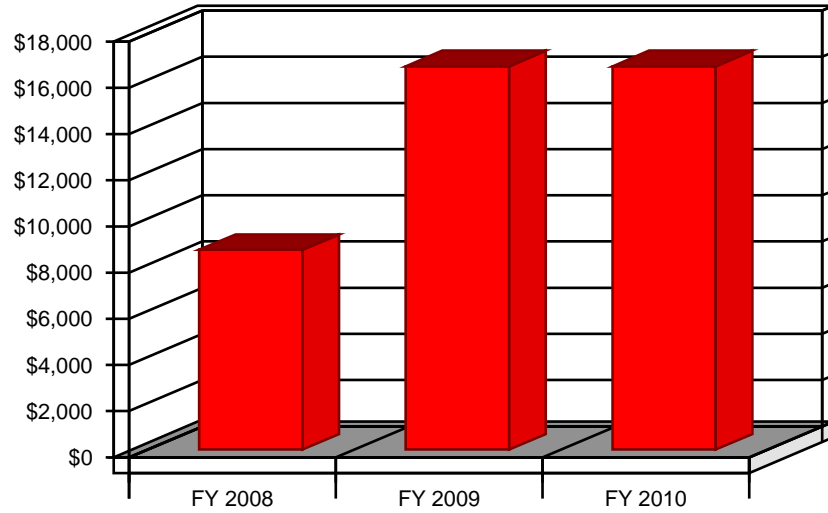
Surplus and Deficit			
	FY 2008	FY 2009	FY 2010
Funding	\$76,750	\$118,000	\$118,000
Direct Cost	\$68,100	\$101,400	\$101,400
Other Costs of Funding	\$0	\$0	\$0
Total Direct Cost	\$68,100	\$101,400	\$101,400
Gross Surplus	\$8,650	\$16,600	\$16,600
Gross Surplus %	11.27%	14.07%	14.07%
Expenses			
Payroll	\$8,750	\$15,000	\$16,000
Marketing/Promotion	\$0	\$0	\$0
Depreciation	\$0	\$0	\$0
Rent	\$0	\$0	\$0
Utilities	\$0	\$0	\$0
Insurance	\$0	\$1,000	\$1,000
Payroll Taxes	\$0	\$0	\$0
Other	\$0	\$0	\$0
Total Operating Expenses	\$8,750	\$16,000	\$17,000
Surplus Before Interest and Taxes	(\$100)	\$600	(\$400)
Interest Expense	\$0	\$0	\$0
Taxes Incurred	\$0	\$0	\$0
Net Surplus	(\$100)	\$600	(\$400)
Net Surplus/Funding	-0.13%	0.51%	-0.34%

Surplus Yearly



Roxbury Arts Strategic Implementation Plan

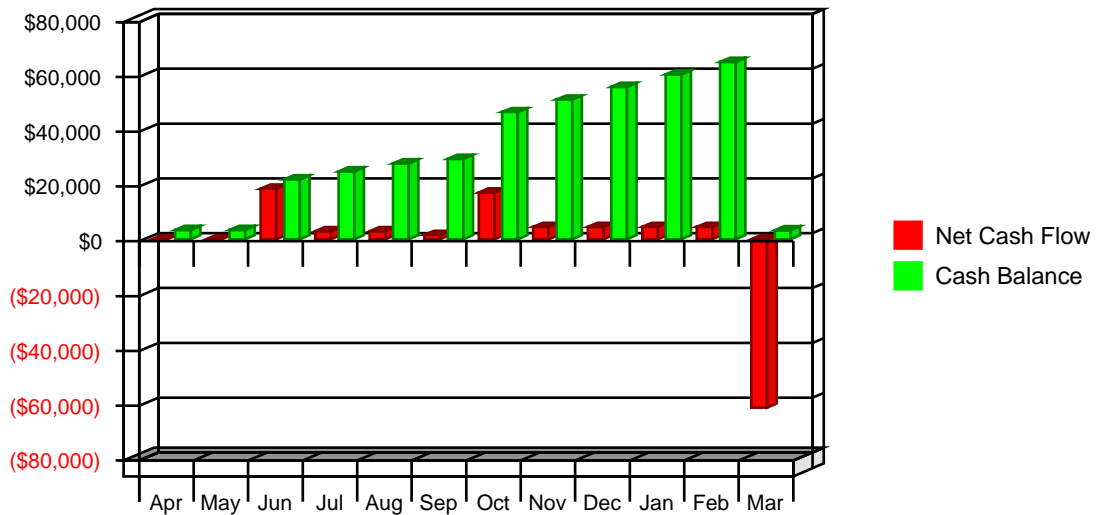
Gross Surplus Yearly



8.5 Projected Cash Flow

At the end of each fiscal year, the Corporation would pay substantially all of its ending balance to the Township of Roxbury to refund the capital costs to create and improve the Performing Arts Center.

Cash



Roxbury Arts Strategic Implementation Plan

Table: Cash Flow

Pro Forma Cash Flow			
	FY 2008	FY 2009	FY 2010
Cash Received			
Cash from Operations			
Cash Funding	\$76,750	\$118,000	\$118,000
Subtotal Cash from Operations	\$76,750	\$118,000	\$118,000
Additional Cash Received			
Sales Tax, VAT, HST/GST Received	\$0	\$0	\$0
New Current Borrowing	\$0	\$0	\$0
New Other Liabilities (interest-free)	\$0	\$0	\$0
New Long-term Liabilities	\$0	\$0	\$0
Sales of Other Current Assets	\$0	\$0	\$0
Sales of Long-term Assets	\$0	\$0	\$0
New Investment Received	\$0	\$0	\$0
Subtotal Cash Received	\$76,750	\$118,000	\$118,000
Expenditures			
Expenditures from Operations			
Cash spending	\$76,850	\$117,400	\$118,400
Subtotal Spent on Operations	\$76,850	\$117,400	\$118,400
Additional Cash Spent			
Sales Tax, VAT, HST/GST Paid Out	\$0	\$0	\$0
Principal Repayment of Current Borrowing	\$0	\$0	\$0
Other Liabilities Principal Repayment	\$0	\$0	\$0
Long-term Liabilities Principal Repayment	\$0	\$0	\$0
Purchase Other Current Assets	\$0	\$0	\$0
Purchase Long-term Assets	\$0	\$0	\$0
Dividends	\$0	\$0	\$0
Subtotal Cash Spent	\$76,850	\$117,400	\$118,400
Net Cash Flow	(\$100)	\$600	(\$400)
Cash Balance	\$3,300	\$3,900	\$3,500

8.6 Projected Balance Sheet

Roxbury Arts Strategic Implementation Plan

Table: Balance Sheet

Pro Forma Balance Sheet			
	FY 2008	FY 2009	FY 2010
Assets			
Current Assets			
Cash	\$3,300	\$3,900	\$3,500
Other Current Assets	\$0	\$0	\$0
Total Current Assets	\$3,300	\$3,900	\$3,500
Long-term Assets			
Long-term Assets	\$0	\$0	\$0
Accumulated Depreciation	\$0	\$0	\$0
Total Long-term Assets	\$0	\$0	\$0
Total Assets	\$3,300	\$3,900	\$3,500
Liabilities and Capital			
Current Liabilities			
Current Borrowing	\$0	\$0	\$0
Other Current Liabilities	\$0	\$0	\$0
Subtotal Current Liabilities	\$0	\$0	\$0
Long-term Liabilities			
Long-term Liabilities	\$0	\$0	\$0
Total Liabilities	\$0	\$0	\$0
Paid-in Capital	\$6,000	\$6,000	\$6,000
Accumulated Surplus/Deficit	(\$2,600)	(\$2,700)	(\$2,100)
Surplus/Deficit	(\$100)	\$600	(\$400)
Total Capital	\$3,300	\$3,900	\$3,500
Total Liabilities and Capital	\$3,300	\$3,900	\$3,500
Net Worth	\$3,300	\$3,900	\$3,500

Appendix

Appendix Table: Funding Forecast

Funding Forecast		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Funding													
Initial Capital Contributor	0%	\$0	\$0	\$6,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Corporate Donations	0%	\$0	\$0	\$12,500	\$0	\$0	\$0	\$12,500	\$0	\$0	\$0	\$0	\$0
Program Revenue--Acting Lessons	0%	\$0	\$0	\$0	\$0	\$0	\$0	\$750	\$0	\$0	\$0	\$0	\$0
Program Grant	0%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Public Donations	0%	\$0	\$0	\$0	\$3,000	\$3,000	\$3,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000
Total Funding		\$0	\$0	\$18,500	\$3,000	\$3,000	\$3,000	\$19,250	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000
Direct Cost of Funding													
Software		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Program Costs---Acting Lessons		\$0	\$0	\$0	\$0	\$0	\$0	\$750	\$0	\$0	\$0	\$0	\$0
Credit Card Charges		\$0	\$0	\$0	\$90	\$90	\$90	\$180	\$180	\$180	\$180	\$180	\$180
Construction Costs		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$66,000
Subtotal Cost of Funding		\$0	\$0	\$0	\$90	\$90	\$90	\$930	\$180	\$180	\$180	\$180	\$66,180

Appendix

Appendix Table: Personnel

Personnel Plan		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Board of Directors	0%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Director	0%	\$0	\$0	\$0	\$0	\$0	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250
Capital Campaign Director	0%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Campaign Assistants (2)	0%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Campaign Local Fundraisers (10 minimum)	0%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Promotions Manager	0%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fundraising Bookkeeper	0%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Fundraising Volunteers (4-5)	0%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grant Writer	0%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Performance Support: Box Office, Ushers (4 per performance)	0%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total People		0	0	0	0	0	0	0	0	0	0	0	0
Total Payroll		\$0	\$0	\$0	\$0	\$0	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250

Appendix

Appendix Table: Surplus and Deficit

Surplus and Deficit												
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Funding	\$0	\$0	\$18,500	\$3,000	\$3,000	\$3,000	\$19,250	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000
Direct Cost	\$0	\$0	\$0	\$90	\$90	\$90	\$930	\$180	\$180	\$180	\$180	\$66,180
Other Costs of Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Direct Cost	\$0	\$0	\$0	\$90	\$90	\$90	\$930	\$180	\$180	\$180	\$180	\$66,180
Gross Surplus	\$0	\$0	\$18,500	\$2,910	\$2,910	\$2,910	\$18,320	\$5,820	\$5,820	\$5,820	\$5,820	(\$60,180)
Gross Surplus %	0.00%	0.00%	100.00%	97.00%	97.00%	97.00%	95.17%	97.00%	97.00%	97.00%	97.00%	-1003.00%
Expenses												
Payroll	\$0	\$0	\$0	\$0	\$0	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250
Marketing/Promotion	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Depreciation	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Rent	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Utilities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Insurance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Payroll Taxes	15%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Operating Expenses	\$0	\$0	\$0	\$0	\$0	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250
Surplus Before Interest and Taxes	\$0	\$0	\$18,500	\$2,910	\$2,910	\$1,660	\$17,070	\$4,570	\$4,570	\$4,570	\$4,570	(\$61,430)
Interest Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Taxes Incurred	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net Surplus	\$0	\$0	\$18,500	\$2,910	\$2,910	\$1,660	\$17,070	\$4,570	\$4,570	\$4,570	\$4,570	(\$61,430)
Net Surplus/Funding	0.00%	0.00%	100.00%	97.00%	97.00%	55.33%	88.68%	76.17%	76.17%	76.17%	76.17%	-1023.83%

Appendix

Appendix Table: Cash Flow

Pro Forma Cash Flow	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Cash Received												
Cash from Operations												
Cash Funding	\$0	\$0	\$18,500	\$3,000	\$3,000	\$3,000	\$19,250	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000
Subtotal Cash from Operations	\$0	\$0	\$18,500	\$3,000	\$3,000	\$3,000	\$19,250	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000
Additional Cash Received												
Sales Tax, VAT, HST/GST Received	0.00%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
New Current Borrowing	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
New Other Liabilities (interest-free)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
New Long-term Liabilities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sales of Other Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sales of Long-term Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
New Investment Received	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal Cash Received	\$0	\$0	\$18,500	\$3,000	\$3,000	\$3,000	\$19,250	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000
Expenditures												
Expenditures from Operations												
Cash spending	\$0	\$0	\$0	\$90	\$90	\$1,340	\$2,180	\$1,430	\$1,430	\$1,430	\$1,430	\$67,430
Subtotal Spent on Operations	\$0	\$0	\$0	\$90	\$90	\$1,340	\$2,180	\$1,430	\$1,430	\$1,430	\$1,430	\$67,430
Additional Cash Spent												
Sales Tax, VAT, HST/GST Paid Out	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Principal Repayment of Current Borrowing	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Liabilities Principal Repayment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Long-term Liabilities Principal Repayment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase Other Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase Long-term Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Dividends	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal Cash Spent	\$0	\$0	\$0	\$90	\$90	\$1,340	\$2,180	\$1,430	\$1,430	\$1,430	\$1,430	\$67,430
Net Cash Flow	\$0	\$0	\$18,500	\$2,910	\$2,910	\$1,660	\$17,070	\$4,570	\$4,570	\$4,570	\$4,570	(\$61,430)
Cash Balance	\$3,400	\$3,400	\$21,900	\$24,810	\$27,720	\$29,380	\$46,450	\$51,020	\$55,590	\$60,160	\$64,730	\$3,300

Appendix

Appendix Table: Balance Sheet

Pro Forma Balance Sheet													
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Assets	Starting Balances												
Current Assets													
Cash	\$3,400	\$3,400	\$3,400	\$21,900	\$24,810	\$27,720	\$29,380	\$46,450	\$51,020	\$55,590	\$60,160	\$64,730	\$3,300
Other Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Current Assets	\$3,400	\$3,400	\$3,400	\$21,900	\$24,810	\$27,720	\$29,380	\$46,450	\$51,020	\$55,590	\$60,160	\$64,730	\$3,300
Long-term Assets													
Long-term Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Accumulated Depreciation	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Long-term Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Assets	\$3,400	\$3,400	\$3,400	\$21,900	\$24,810	\$27,720	\$29,380	\$46,450	\$51,020	\$55,590	\$60,160	\$64,730	\$3,300
Liabilities and Capital		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Current Liabilities													
Current Borrowing	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Current Liabilities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal Current Liabilities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Long-term Liabilities													
Total Liabilities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Paid-in Capital	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000
Accumulated Surplus/Deficit	(\$2,600)	(\$2,600)	(\$2,600)	(\$2,600)	(\$2,600)	(\$2,600)	(\$2,600)	(\$2,600)	(\$2,600)	(\$2,600)	(\$2,600)	(\$2,600)	(\$2,600)
Surplus/Deficit	\$0	\$0	\$0	\$18,500	\$21,410	\$24,320	\$25,980	\$43,050	\$47,620	\$52,190	\$56,760	\$61,330	(\$100)
Total Capital	\$3,400	\$3,400	\$3,400	\$21,900	\$24,810	\$27,720	\$29,380	\$46,450	\$51,020	\$55,590	\$60,160	\$64,730	\$3,300
Total Liabilities and Capital	\$3,400	\$3,400	\$3,400	\$21,900	\$24,810	\$27,720	\$29,380	\$46,450	\$51,020	\$55,590	\$60,160	\$64,730	\$3,300
Net Worth	\$3,400	\$3,400	\$3,400	\$21,900	\$24,810	\$27,720	\$29,380	\$46,450	\$51,020	\$55,590	\$60,160	\$64,730	\$3,300

RoxPAC Cost Estimates

from Greg Somjen, AIA

Item		PHASE I Estimate	PHASE II Estimate
Construction	Interior Non-Structural Floor/Wall Finishes	\$ 40,000	
	Interior Non-Structural Fit-Up (Walls/Doors)	\$ 150,000	
	New Lobby Construction (15 X 20)		\$ 60,000
	New Windows		\$ 30,000
Mechanical	New Rooftop HVAC	\$ 50,000	
Electric	Outlets/Lights	\$ 10,000	\$ 5,000
	Stage Sound (Modest)	\$ 10,000	
	Stage Lights (Modest)	\$ 10,000	
Plumbing	Bathroom (Single Fixture)	\$ 40,000	
Furniture	150 Stackable Chairs		\$ 37,500
	Stage	\$ 25,000	
	Subtotals	\$ 335,000	\$ 132,500
Other Costs	Utilities	\$ 15,000	\$ 5,000
	Construction Contingency	\$ 33,500	\$ 13,250
Soft Costs	Architectural	\$ 30,000	\$ 23,000
	Reimbursables	\$ 7,500	\$ 2,500
	Engineering		
	Permits	\$ -	\$ -
Inflation Estimate	Phase I, 5%; Phase II, 10%	\$ 21,050	\$ 8,813
Plus: Storage	Second Floor for New Storage Area	\$ 15,000	
	GRAND TOTAL	\$ 457,050	\$ 185,063

Phasing, inflation and storage estimates made by RoxArts.