

# **FLORIDA CHARTER SCHOOLS RESOURCE CENTER**

**CONFIDENTIAL DRAFT  
PROPOSAL FOR INCORPORATION**

**JULY 1996**

Jonathan Hage  
Executive Director  
1045 S.E. 6th Avenue  
Ft. Lauderdale, FL 33004  
(954) 927-2870

---

## TABLE OF CONTENTS

EXECUTIVE SUMMARY	2
INTRODUCTION	4
ORGANIZATIONAL STRUCTURE	7
STAFF BIOGRAPHIES	8
LONG RANGE OUTLOOK	10
FUND RAISING	11
COMMUNICATIONS	13
FCSRC TIMELINE	15
START-UP COSTS	16
FIRST YEAR FINANCIAL PROJECTIONS	17
FIVE YEAR FINANCIAL PROJECTIONS	19

## EXECUTIVE SUMMARY

During its 1996 session, the state legislature passed Florida's Charter School Legislation. When it was recently signed into law by the governor, we opened the door to innovation and change within our public schools. While the new institutions will truly be public, they most certainly will need help from outside the established system to get started. The Florida Charter School Resource Center is being formed as a nonpartisan, not-for-profit corporation dedicated to assisting individuals and groups in the State of Florida committed to the creation of high quality, public Charter Schools.

### **Background**

While most educators today do their best to educate our children, they are too often stymied by the bureaucracy we created to serve a different era. There have been many noble experiments in public education of late, but many of them have failed in large part because there was no change in the management culture to allow for true innovation. Charter schools are inherently free not only to create their own curricula, but also to develop management structures to suit each individual school mission.

Experience in states with enacted public Charter School legislation shows that the most difficult obstacles facing Charter School start-ups are finding sources of initial funding and a lack of technical expertise in one or more of the critical areas necessary to create a successful school. Since the concept is fairly new, access to expert assistance is limited. There needs to be a single resource in Florida that interested parties can turn to if we are to ensure the success of Charter Schools throughout the state.

### **Objectives**

- Facilitate the creation of as many high quality, public Charter Schools as possible.
- Serve as the leading Florida source of information on the creation and maintenance of Charter Schools.

### **Strategies**

The Florida Charter Schools Resource Center will meet these objectives by:

- Assisting Charter School applicants with professional Technical Assistance for plan development and school board approval.
- Providing Start-up Grants to qualified applicants based upon need.
- Maintaining a consulting database to assist Charter School organizers on specific projects.
- Arranging workshops and seminars throughout the state to assist interested parties in starting public Charter Schools in their communities.

- Publishing "how to" manuals and an annual report of Charter School progress across Florida.
- Creating a base of volunteer Charter School activists throughout the state.

### **Management**

We have assembled a high quality management team that has the experience necessary to establish this organization and attain our ambitious set of goals.

Our Executive Director, Jonathan Hage, has become a highly recognized name in Charter School planning circles through his work on the issue with the Foundation for Florida's Future. Senior Project Consultant Tom Watkins was most recently the Director of the Detroit Center for Charter Schools and created the first Charter Schools in Michigan. Robert Finch, our Development and Communications Director, has worked in fund raising and public affairs in Florida for more than a decade. Our Assistant Project Manager and Treasurer, Terry Arthur, has an extensive background in corporate development, print media communications and government affairs.

Initially, we will secure pro bono assistance with the accounting and legal aspects of this start-up. Experienced counsel will be retained in both of these areas once we are incorporated.

### **Fund Raising and Finance**

We have developed an extensive list of strong major donor prospects who have an interest in education and the Charter School concept. Our initial fund raising efforts will be directed entirely toward the solicitation of donors capable of making contributions in excess of \$1000.

We are committed to directing a majority of our income toward Technical Assistance and Start-up Grants and will spend no more than 25% of our first-first year funding on administrative expenses. By year five, we plan to spend no more than 15% on administration.

### **Conclusion**

The enactment of Charter School legislation in Florida holds the potential for affecting revolutionary improvements in our schools. The work of the Florida Charter School Resource Center will assure that the myriad possibilities inherent in this progressive concept are allowed the greatest chance of becoming reality.

## INTRODUCTION

### **The Present Situation**

There are many excellent teachers, administrators and superintendents throughout Florida's public school systems and there are some very good public schools. Those dedicated to preparing our children for the future often perform near heroic feats in a system that was created for a different era.

But in spite of our previous best intentions, drop out rates are climbing, especially for minorities. Many of our best teachers burn out from classes that are too large and from trying to cope with students who have complex problems that spill into the classroom. More than half of Florida's fourth-graders cannot read on grade level. More than 40 percent of our high school graduates who enter college require some kind of remedial education.

As problems continue to mount within our existing public system, nearly everyone agrees that a good portion of our schools are no longer capable of meeting the needs of society. Far too many students leave school ill prepared to face the challenges of the Information Age. As a result, employers reject two-thirds of all job applicants outright as being unfit for the work environment.

When parents face public educational options that often range only from bad to worse, is it no wonder that parents who can afford to are fleeing the system in record numbers? Between 1992 and 1995, private school enrollment increased two and a half times as quickly as public school enrollment. Obviously, public schools must become more competitive or risk falling even further behind.

### **Past Initiatives**

Adjusting for inflation, Florida doubled per-student expenditures during the 1980's. With this additional money, we really tried to implement change within our schools. We created magnet schools, developed business/school partnerships, expanded special education programs, raised teacher salaries, and most recently, enacted the Blueprint 2000 initiative.

These previous and existing efforts to repair our tattered public school systems have been well intended, but unfortunately have produced few legitimate accomplishments. Seemingly endless layers of bureaucracy limit the hope for any real and lasting improvements in our schools. Stymied by an environment resistant to fundamental change, parents, teachers, students and employers are beginning to seek freedom from traditional thought and action in education to create an environment that is more likely to be responsive to their real needs.

Today, twenty states have taken steps to loosen the bureaucratic stranglehold that stifles creativity and risk-taking. As a result, about 250 public Charter Schools across the country operate unfettered by tedious regulation. Florida recently entered the fold when Education Commissioner Frank Brogan pressed for Charter School legislation that was passed into law this past legislative session.

## **What are Charter Schools?**

Florida Charter Schools are independent, public schools formed under a “charter,” or contract, made between “organizers” (e.g., teachers, parents, colleges, local organizations, or others from the public or private sector) and “sponsors” — the granting agency of the state (the county school boards with the Department of Education serving as a source for appeals). In an application to the governing school board, the organizers must describe their responsibilities, state the school’s mission, define the curriculum, set the management structure, and delineate performance measurements to be used. Also, the charter application must exhibit a reasonable financial plan and timetable for action.

Once approved, a Charter School is granted autonomy from most state and district regulations, except those related to health, safety, civil rights, discrimination, and fiscal accountability. Charter schools must meet all the prima facie criteria for a public school: they are publicly funded; they are accountable to the public; they are non-sectarian. Charters are granted for periods of one, two or three years, at the end of which time, the school must apply for renewal of the charter.

The most significant difference between public Charter Schools and traditional public schools is that *Charter Schools that do not perform well will be shut down*. Of course, this means that a Charter School not only must assure above average performance on standardized student test scores, but also must pass the litmus test of student and parent expectations. Charter schools that fail to keep in mind that they exist to satisfy “customers” not to produce “products” are certain to fail even if they meet all established bureaucratic criteria.

## **Why we need a FCSRC**

Experience in the other states that have enacted Charter Schools legislation shows that the greatest impediments facing those wishing to start a Charter School are the lack of technical expertise and the inability to access start-up funds. This is especially true for those who wish to establish Charter Schools to serve the economically disadvantaged. Florida’s Department of Education, while instrumental in gaining passage for the legislation, cannot alone provide all of the needed financial and staffing resources needed to assist Charter School start-ups. The FCSRC hopes to develop a complementary role with the Department of Education.

While Charter Schools are, by design and intent, public schools, they are unfettered by cumbersome administrative rules and cookie cutter curriculum. Therefore, it is only logical that an intermediary organization that is also free from bureaucratic logjams would be best suited for the role of affecting Charter School success. The states with the most effective and fastest growing programs have such support and resource organizations in place. Florida must not squander this historic educational opportunity.

## **Mission Statement**

**The Florida Charter School Resource Center is a nonpartisan, not-for-profit corporation dedicated to assisting individuals and groups committed to the creation of high quality, public Charter Schools.**

## **Support Activities**

Our two primary means of supporting these innovative ventures shall be through providing professional Technical Assistance to all potential applicants and Start-up Grants to qualified applicants that demonstrate the need for additional funding. In addition, the FCSRC will conduct seminars and workshops around the state to educate the public about Charter Schools, encourage the development of Charter Schools, and to support Charter Schools already in existence.

In order to provide a full service Technical Assistance component, the FCSRC will contract with specialists in the areas of Charter School application procedures, curriculum development, administrative planning and other key areas as needed. During the start-up phase, our consultants will be employed in the development of resource material packages. These experts will then be made available for consulting with groups working through the application process.

The FCSRC will quickly become a leading source of information about trends in Charter Schools and Charter School legislation throughout the nation. In this role, we will offer our data, statistics, studies and testimony to the Florida Legislature as part of our commitment to fostering excellence in Charter Schools.

## ORGANIZATIONAL STRUCTURE

### **Professional Staff Members**

Executive Director -- Jonathan K. Hage  
Senior Project Consultant -- Thomas D. Watkins  
Director of Development & Communications -- Robert E. Finch  
Assistant Project Manager and Treasurer -- Terry Arthur  
Technical Assistance Director -- To be determined  
Administrative Assistant -- To be determined

### **Advisory Council**

The Advisory Council will serve as a hands-on facilitator in getting the FCSRC up and running. Council members may be Board members once the center is officially started but no guarantees will be made regarding Board Membership during the start-up phase.

### **Board of Directors**

The major responsibilities of the Board of Directors will be the approval of an annual budget and final approval of Start-up Grants. At our first meeting, the Board shall adopt by-laws and approve a timeline for action. In recruiting our Board of Directors, we will look to community leaders, educational activists, university professors and administrators, Board of Regents members and past members, Florida Cabinet members or their designees, and to State Legislators with an interest in making charters schools work.

### **Committees**

#### **Grant and Technical Assistance Approval**

This committee will be responsible for approving the content of grant application packages; setting application deadlines; assisting groups in the application process; and ultimately making recommendations to the Board of those who are eligible to receive assistance and support.

#### **Fundraising/Finance**

This committee will be responsible for the identification of prospects, assist when needed in the solicitation process and develop a budget subject to approval of the Board of Directors. This group will also select money managers for the investment of funds raised for the support of Charter Schools.

## STAFF BIOGRAPHIES

### **Jonathan K. Hage, Executive Director**

Mr. Hage is a fourth generation Floridian with more than ten years experience applying critical thinking skills to complex issues and problems at the international, national, state and local levels within government, corporate and not-for-profit environments. As Director of Research for the Foundation for Florida's Future, he conducted extensive research on Charter Schools. He has written and lectured extensively on the topic and is considered a leading authority on Florida's Charter School movement.

In addition, Mr. Hage has served as a consultant to Business and Government Strategies International, as a Research Associate at the Heritage Foundation and in a similar capacity at the James Madison Institute. He currently serves as President of Integrated Strategies Group, Inc. and sits on the Board of Directors of Floridians for Educational Choice.

### **Thomas D. Watkins, Senior Project Consultant**

Mr. Watkins was most recently a Special Assistant to the President of Wayne State University in Detroit for five years. In that capacity, he served as Director of the Detroit Center for Charter Schools and opened the first Charter School in Michigan. He was also instrumental in starting a new public school for disadvantaged youth and was that the forefront of initiatives to create a climate for public school reform throughout the State of Michigan.

A well-recognized expert on public Charter Schools, he has written numerous articles on the topic for newspapers, business publications and technical journals. He is highly sought after as a consultant and presenter on this issue to educational and business groups throughout the United States and Canada. Currently, he is authoring a book on Charter Schools for the United States Department of Education.

### **Robert E. Finch, Director of Development and Communications**

Mr. Finch is a life-long resident of Florida and has more than a decade of experience in fund raising and public affairs. He has consulted and raised funds for numerous campaigns and causes. He spent five years as a lobbyist, fund raiser, political consultant, and in grass-roots program development for the Florida Medical Association.

Prior involvement includes work as Development Director for the Broward County Unit of the American Cancer Society; Finance Director for Congressman E. Clay Shaw, Jr.'s 1984 campaign; and Assistant for U.S. Senator Paula Hawkins. Most recently, he served as Director of the South Florida Regional Office for the University of Florida Foundation where his primary responsibility was the identification, cultivation and solicitation of major gift prospects for the University's \$500 million capital campaign.

### **Ferry Arthur, Assistant Project Manager and Treasurer**

Mr. Arthur has an extensive background in political campaign and not-for-profit management. He grew up in South Florida and has held many responsible management positions in both business and civic arenas. His depth of experience also includes government relations, print media and communications, corporate planning and development.

He has started and operated several successful businesses and chaired numerous not-for-profit and civic groups. A long-time educational activist, he served as chairman of Chairman of Broward Floridians for Educational Choice in 1992. Previously, Mr. Arthur also served as Director of Membership for the Printing Association of Florida that serves 5000 employers and their 80 thousand employee members. There he conducted membership recruitment and retention, lobbied the Florida Legislature, and assisted with various fund raising efforts.

## LONG RANGE OUTLOOK

### Year One (Fiscal year end is June 30)

The FCSRC will use the first two quarters of fiscal year 1997 in organizational development, fund raising, and the creation of methodologies for Charter School grant and assistance application review. By December 1, we will have completed development of an application package and will make it available to the public.

In the third quarter of FY 1997 the FCSRC will begin accepting applications for assistance in the creation of Charter Schools for the '97-'98 school year. During the same period, the FCSRC will conduct an initial series of workshops and seminars around the state to educate any interested party about Charter Schools and the application process. In March, we will issue a legislative summary covering Charter School successes and challenges throughout Florida. In the fourth quarter of FY 1997, the FCSRC will begin providing Technical Assistance and Start-up Grants to those selected by the Board for support.

### Year Two

The FCSRC will issue a public report detailing accomplishments of our first year of operation. We also will begin preparation for opening at least one additional office to be located in the North/Central Florida area. At the end of the second full year of operation, we will celebrate with our first annual banquet to honor achievement in Charter Schools.

### Years Three -- Five

The FCSRC will grow into a dynamic force not only in assisting Charter School start-ups, and educating the public, but also in establishing a database of consultants available for the ongoing maintenance of existing Charter Schools. The FCSRC will be the leading expert on Charter School issues, including the publishing of a "Report Card on Florida's Charter Schools" as an annual report expected to be the leading authoritative guide used by legislators and educators.

### Long-term

The FCSRC, as a key player in Florida education reform, will adapt to changes in legislation, educational concepts and societal needs. To further our mission we will recruit an active, knowledgeable Board committed to making Florida's Charter School program the best in the country. We will engage our volunteers and financial supporters through consistent communication and by encouraging their involvement in developing Charter Schools where they live.

## FUND RAISING

### Strategy

Since it is crucial that the center become fully functional within a matter of months, our first year solicitations will be exclusively for major gifts. In order to be successful, we feel that the following contribution level breakdown is necessary if we are to meet our first year goals:

Contribution Level	Number of Donors
\$50 Thousand+	One
\$25 Thousand+	Four
\$10 Thousand+	Ten
\$5 Thousand+	Twenty
\$1 Thousand+	Fifty

While we will look to Advisory Council and Board of Directors members for identifying potential donors and to assist in the fund raising effort we have already developed a significant list of potential funding sources that we plan to approach for initial funding.

In year two, the FCSRC will begin quarterly direct mail to its contact list. The Board of Directors will consider purchasing prospect mailing lists. Also, we will encourage the development of community-based support operations throughout Florida.

### Fundraising Principles

1. To ensure that a maximum amount of contributions are applied directly to Start-up Grants and Technical Assistance, during the first year of operations no greater than 25% of contributed funds shall be used to cover administrative costs. The portion of employee salaries deemed to be administrative, office expenses unrelated to mission and start-up costs will be considered "administrative" for accounting purposes. By year two, administrative costs shall total no more than 20% of contributed funds. By year five, administrative costs shall total no more than 15% of contributed funds.
2. The FCSRC will operate debt-free with no consultants being paid until funds have been raised to cover the cost of operations.
3. No promises will be made to any donors or others regarding Board membership or other future assignments without approval of the Board of Directors and Executive Director.
4. No donor names should be used for publicity purposes unless approved by the Executive Director or Board of Directors and accompanied by a consent form signed by the donor.
5. All pledges must be made in writing and signed by the donor or a legal representative of the donor. Pledge forms must also be signed by the individual who solicits the pledge.

6. All fund raising related expenses above \$25 dollars must be approved by the Executive Director. It is the responsibility of each employee or volunteer to submit original receipts for these expenses.
7. Major gift contributors will be given ongoing status reports and be continually kept abreast of new developments as a part of our ongoing stewardship activities.
8. At its first meeting, the FCSRC Board of Directors will consider and approve formal by-laws and review and consider the "Statements of Ethical Principles" published by the National Society of Fund Raising Executives for inclusion in the by-laws.
9. Every donor will receive an appropriate thank you in a timely manner.
10. Except for start-up funding solicitations, pledged contributions will not be required until the FCSRC has submitted applications for 501.c.3 designation to the state and federal government. All donations will then be tax-deductible.

### **Mortar Board**

Initial major contributors will be recognized as members of the Mortar Board, a permanent designation as a founding member of the FCSRC in all applicable printed materials.

### **Membership Levels**

Each of the following levels of contributors will receive appropriate recognition in the form of plaques, pins, certificates and other items depending on their level of contribution.

- Valedictorian Club -- \$25,000 + donations
- Salutatorian Circle -- \$10,000 + donations
- Headmasters Scroll -- \$5,000 -- \$9999 donations
- Deans List -- \$1000 -- \$4999 donations
- Honor Roll -- \$500 -- \$999 donations
- Merit Council -- \$250 -- \$499 donations
- Class Leaders -- 100 -- \$249 donations
- Sustaining Member -- \$50 donation
- Member -- \$25 donation

Note: We plan to develop membership categories for Charter School organizations.

## COMMUNICATIONS

### Objectives

- Publicize an image of FCSRC as being a cutting-edge educational organization that is very professional, completely reliable, highly effective and cost conscious.
- Promote the FCSRC as the leading source for information and assistance with the establishment of Charter Schools in Florida with services available to anyone interested in starting a Charter School.
- Increase FCSRC name identification and recognition within the educational community, parent and teacher groups, and funding organizations.
- Always have a message consistent with our mission.
- Complement our fund raising efforts.

### Strategies and Tactics

- As a not-for-profit, we will focus outside standard advertising practices and will gain considerable recognition by providing volunteers and experts to testify before the Florida legislature and by participating in forums on Charter Schools.
- Publish a minimum of four editorial page articles written by key Board members and consultants to be offered to all major daily newspapers, business journals and educational publications within the next three months.
- Contact the education reporters at all major newspapers in Florida to make sure that any member of the press who does a story on Florida Charter Schools regards us as the authoritative source of information.
- Create a substantial presence on the internet through the use of web sites, discussion groups and file transfer protocol capabilities.
- Communicate on a regular basis with these target publics: the educational community; appropriate editorial staffs; elected officials.
- Make the Board of Directors, professional staff and consultants available for speaking engagements before civic groups interested in Charter Schools.
- Public access programming, particularly that offered by local cable affiliates, is something that we should seriously consider for promoting our organization.
- Always mention our need for funding and our not-for-profit status in all pertinent advertising and public relations vehicles.

### FCSRC Backgrounder

Produce a complete company backgrounder on the FCSRC to be used as the primary public relations tool for all target media editorial contact. This is also effective for inclusion in press kits,

solicitation kits and membership packages. The backgrounder will include sections on the following broad subjects:

- Overview of the organization's intent and strengths.
- History of Charter Schools.
- The market need in 1996, present & future.
- The company history and philosophy.
- Brief sketches of top Executives.
- Services to be offered.

### **Major Donation Announcements**

Donor and pledge forms will have a check off box to indicate whether or not we can use the donor for publicity purposes. Any gift in excess of \$10,000 will automatically generate a press release and we should try to get a good quotation from the donor to accompany any communications sent out regarding the gift. In addition, whenever possible, our largest donors should be recognized in a public forum to which the press is invited.

### **Press Releases and Conferences**

We will develop a series of press releases on the need for our organization. Announcements will be made for each new major development, participation in an event, and recognition for personnel excellence/performance. Press conferences will be held at kick-off, at key times during the legislative session, and to announce important developments within the organization or regarding Charter Schools.

### **Editorial Visitations**

Over the next three months, visit the most influential reporters and editors from the major dailies, television and talk radio throughout the state. During the visit, each of the editors would receive a briefing, and an opportunity to interview the Chair, President, and Executive Director.

### **Internal/External Newsletter**

Produce a four-page, black-and-white newsletter to serve as an informational piece. Include sections covering each major activity of FCSRC and a message from the Professional Staff. Highlight major developments, such as key fund raising stories, successful customer applications/uses/start-ups, significant marketing events, and legislative development news. This publication will be sent, free of charge, to educational reporters and key elected officials in our database.

## FCSRC TIMELINE

June	July	August	September
<p>24 -- Start Date. 29 -- First Internal Draft FCSRC Plan and Finance Plan.</p>	<p>16 --Fund raising begins. 22 -- First Advisory Council Meeting. 23 -- Corporate image work done. 24 -- Press list obtained. 25 -- Press Releases out. 26 -- Urban League presentation. 27 -- Seed capital obtained (\$10 - \$15 thousand), Final Draft Plan Completed 30 -- Filing documents submitted, Promotional material printed. 31 -- \$25-\$50 thousand in pledges reached, press kits ready.</p>	<p>1 -- Office Space Obtained, Admin. Assistant search. 2-- Kick off press conference? 3 -- Begin calls to education reporters. 3 -- Board recruitment begins. 10 -- Education reporters calls completed. 15 -- Board selection completed and draft by-laws completed 18 -- Board meeting agendas mailed. 21 --, Company Backgrounder Complete, web site development begins.</p>	<p>1-- First Board meeting 10 -- First Newsletter to printer, web site operative. 15 -- Newsletter mailed 16 -- Editorial visitations begin. 21 -- At least 4 letters to the editor from board members mailed.</p>
October	November	December	January
<p>1 -- First seminar /workshop planning begins. 10 -- Company Backgrounder completed.</p>	<p>1 -- Board and Committee Meeting, begin preparation on application packages, Technical Assistant position search begins. 10 -- 2nd newsletter to printer. 15 -- 2nd newsletter mailed.</p>	<p>1 -- Application packages published, Technical Assistant position filled, 10-- First seminar/workshop held. 26 -- Technical Assistance applications accepted.</p>	<p>2 -- Board and Committee Meeting, grant application window opens for 1997 school year. Some Technical Assistance granted. 20 -- Second seminar/workshop held.</p>
February	March	April	May
<p>1 - Begin work on report to the legislature.</p>	<p>1 -- Board and Committee Meeting grants discussed report to legislature approved. 20 -- Report to legislature completed.</p>		<p>1 -- Board and Committee Meeting grants discussed</p>

## START-UP COSTS

These are the anticipated costs for initially establishing the FCSRC:

Phone System	\$1500
Phone Hook up and Deposit	\$350
Office Furniture	\$3500
Rent & Deposits	\$2500
Copier Lease and Deposit	\$350
Computers	\$3000
Fax/Scanner	\$1000
Office Supplies	\$150
Legal & Professional Fees	\$350
Misc. Expenses	\$1300
<u>Corporate I.D. Printing</u>	<u>\$1000</u>
<b>Total Start-Up Contributions Needed</b>	<b>\$15,000</b>

## FIRST YEAR FINANCIAL PROJECTIONS

	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	march	April	May	June	Year 1
<b>Income</b>	\$40,000	\$37,273	\$37,273	\$37,273	\$37,273	\$37,273	\$37,273	\$37,273	\$37,273	\$37,273	\$37,273	\$37,273	\$450,000
Major Gifts (>\$5K)	80.00%	91.11%	91.11%	91.11%	91.11%	91.11%	83.93%	83.93%	83.93%	83.93%	83.93%	83.93%	86.37%
% of Total Income	\$10,000	\$3,636	\$3,636	\$3,636	\$3,636	\$3,636	\$3,636	\$3,636	\$3,636	\$3,636	\$3,636	\$3,636	\$50,000
Solicited Memberships (<\$5K)	20.00%	8.89%	8.89%	8.89%	8.89%	8.89%	8.19%	8.19%	8.19%	8.19%	8.19%	8.19%	9.60%
% of Total Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Direct Mail	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
% of Total Income	\$0	\$0	\$0	\$0	\$0	\$0	\$1,667	\$1,667	\$1,667	\$1,667	\$1,667	\$1,667	\$10,000
Seminars and Workshops	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	1.92%
% of Total Income	\$0	\$0	\$0	\$0	\$0	\$0	\$167	\$167	\$167	\$167	\$167	\$167	\$1,000
Publications	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.38%	0.38%	0.38%	0.38%	0.38%	0.38%	0.19%
% of Total Income	\$0	\$0	\$0	\$0	\$0	\$0	\$1,667	\$1,667	\$1,667	\$1,667	\$1,667	\$1,667	\$10,000
Technical Assistance	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	1.92%
% of Total Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Misc. Income (Incl. Gov't Grants)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
—% of Total Income	\$50,000	\$40,909	\$40,909	\$40,909	\$40,909	\$40,909	\$44,409	\$44,409	\$44,409	\$44,409	\$44,409	\$44,409	\$621,000
<b>Total Income</b>													
<b>Administrative Expenses</b>													
Accounting	\$0	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$2,750
Admin. Salaries	\$0	\$6,118	\$6,118	\$6,118	\$6,118	\$6,118	\$6,118	\$6,118	\$6,118	\$6,118	\$6,118	\$6,118	\$67,300
Car Allowance	\$0	\$450	\$450	\$450	\$450	\$450	\$450	\$450	\$450	\$450	\$450	\$450	\$4,950
Equipment Lease	\$0	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$2,750
Insurance	\$0	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$2,750
Legal Fees	\$1,500	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$4,250
Miscellaneous	\$6,000	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$8,750
Licenses and Permits	\$1,800	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,800
Office Expenses	\$1,000	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$3,750
Office Rental or Lease	\$0	\$1,900	\$1,900	\$1,900	\$1,900	\$1,900	\$1,900	\$1,900	\$1,900	\$1,900	\$1,900	\$1,900	\$20,900
Telephone	\$100	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$3,400
Utilities	\$0	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$1,650
<b>Total Administrative Exp.</b>	\$10,400	\$10,418	\$10,418	\$10,418	\$10,418	\$10,418	\$10,418	\$10,418	\$10,418	\$10,418	\$10,418	\$10,418	\$125,000
% of Total Income	20.80%	25.47%	25.47%	25.47%	25.47%	25.47%	23.46%	23.46%	23.46%	23.46%	23.46%	23.46%	23.99%



## FIVE YEAR FINANCIAL PROJECTIONS

	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>
Major Gifts (>\$5000)	\$450,000	\$550,000	\$650,000	\$750,000	\$800,000
% of Total Goal	86.37%	72.13%	64.48%	61.55%	58.01%
Solicited Memberships (<\$5000)	\$50,000	\$100,000	\$125,000	\$150,000	\$175,000
% of Total Goal	9.60%	13.11%	12.40%	12.31%	12.69%
Direct Mail	\$0	\$50,000	\$75,000	\$100,000	\$125,000
% of Total Goal	0.00%	6.56%	7.44%	8.21%	9.06%
Seminars and Workshops	\$10,000	\$25,000	\$35,000	\$40,000	\$45,000
% of Total Goal	1.92%	3.28%	3.47%	3.28%	3.26%
Publications	\$1,000	\$2,500	\$3,000	\$3,500	\$4,000
% of Total Goal	0.19%	0.33%	0.30%	0.29%	0.29%
Technical Assistance	\$10,000	\$15,000	\$20,000	\$25,000	\$30,000
% of Total Goal	1.92%	1.97%	1.98%	2.05%	2.18%
Misc. Income (Incl. Gov't Grants)	\$0	\$20,000	\$100,000	\$150,000	\$200,000
<u>  % of Total Goal</u>	<u>0.00%</u>	<u>2.62%</u>	<u>9.92%</u>	<u>12.31%</u>	<u>14.50%</u>
<b>Total Income</b>	<b>\$521,000</b>	<b>\$762,500</b>	<b>\$1,008,000</b>	<b>\$1,218,500</b>	<b>\$1,379,000</b>
<b>Administrative Expenses</b>					
Employee Expenses	\$80,000	\$100,000	\$125,000	\$140,000	\$150,000
% of Total Goal	15.36%	13.11%	12.40%	11.49%	10.88%
Office Expense	\$29,700	\$33,000	\$35,000	\$40,000	\$45,000
% of Total Goal	5.70%	4.33%	3.47%	3.28%	3.26%
Other Expenses	\$15,300	\$17,500	\$12,500	\$10,000	\$10,000
<u>  % of Total Goal</u>	<u>2.94%</u>	<u>2.30%</u>	<u>1.24%</u>	<u>0.82%</u>	<u>0.73%</u>
<b>Total Administrative Expenses</b>	<b>\$125,000</b>	<b>\$150,500</b>	<b>\$172,500</b>	<b>\$190,000</b>	<b>\$205,000</b>
<b>Mission-Related Expenses</b>					
Technical Assistance	\$50,000	\$100,000	\$125,000	\$150,000	\$175,000
% of Total Goal	9.60%	13.11%	12.40%	12.31%	12.69%
Travel (Includes Seminar	\$25,000	\$50,000	\$62,500	\$75,000	\$87,500
% of Total Goal	4.80%	6.56%	6.20%	6.16%	6.35%
Printing and Publications	\$50,000	\$75,000	\$90,000	\$105,000	\$120,000
% of Total Goal	10%	10%	9%	9%	9%
Cost of Fundraising (Postage)	\$10,000	\$25,000	\$40,000	\$55,000	\$70,000
<u>  % of Total Goal</u>	<u>1.92%</u>	<u>3.28%</u>	<u>3.97%</u>	<u>4.51%</u>	<u>5.08%</u>
<b>Total Mission-Related Expenses</b>	<b>\$135,000</b>	<b>\$250,000</b>	<b>\$317,500</b>	<b>\$385,000</b>	<b>\$452,500</b>
% of Total Goal	25.91%	32.79%	31.50%	31.60%	32.81%
<b>Remainder</b>	<b>\$386,000</b>	<b>\$512,500</b>	<b>\$690,500</b>	<b>\$833,500</b>	<b>\$926,500</b>
% of Total Goal	74.09%	67.21%	68.50%	68.40%	67.19%
Invested Funds	\$0	\$51,250	\$120,300	\$203,650	\$296,300
<u>Interest on Investment</u>	<u>\$0</u>	<u>\$4,100</u>	<u>\$9,624</u>	<u>\$16,292</u>	<u>\$23,704</u>
<b>Funds Available for Grants</b>	<b>\$386,000</b>	<b>\$465,350</b>	<b>\$579,824</b>	<b>\$646,142</b>	<b>\$653,904</b>