



**DEPARTMENT OF
ECONOMIC DEVELOPMENT
ZONING AND INSPECTION**

5050 S. LAKE DRIVE
CUDAHY, WI 53110-6108

OFFICE: (414) 769-2215
FAX: (414) 769-2257

AGENDA

June 9, 2016

There will be a regular meeting of the **Plan Commission** on **Tuesday, June 14, 2016** at **7:00 PM** at the Cudahy Municipal Building (5050 South Lake Drive). Meetings are held in the Main Council Chambers, accessible through the center entrance on the west side of the building.

1. Opening statement and roll call.
2. Review and take appropriate action on the meeting minutes of May 10, 2016.

OLD BUSINESS

None

NEW BUSINESS

3. Review and take appropriate action regarding the proposed principal use for a retail physical fitness center at 3244 E. College Ave, submitted by the Federation of Balkan American Associations.
4. Review and take appropriate action regarding ancillary uses of the proposed retail physical fitness center at 3244 E. College Ave, submitted by the Federation of Balkan American Associations.
5. Adjourn.

Brian F. Biernat
Economic Development Director

CC: Mayor
Board Members
City Clerk
Press/Posting

PUBLIC NOTICE

Upon reasonable notice, a good faith effort will be made to accommodate the needs of individuals to participate in public meetings who have a qualifying disability under the American with Disabilities Act. Requests should be made as far in advance as possible, preferably a minimum of 48 hours. For additional information or to request this service contact the Cudahy City Clerk at 769-2204 (FAX 769-2257). The meeting room is wheelchair accessible from the west entrance on South Lake Drive.

Note: There is a potential that a quorum of the Common Council may be present.

**MINUTES OF PLAN COMMISSION
FOR THE CITY OF CUDAHY, WI HELD AT THE MUNICIPAL BUILDING ON
May 10, 2016**

CALL TO ORDER

1. Meeting was called to order by Mayor John Hohenfeldt at 7:00 pm.

OPENING STATEMENT

Prior to the meeting, notice was given to the community and posted in the appropriate places. Notice was also given to the news media that requested it, namely the Milwaukee Journal-Sentinel and MyCommunityNow.com.

ROLL CALL

The following members of the Plan Commission were present for roll call: Commissioner Mike Nelson, Alderperson Justin Moralez, Commissioner Nick Gates, Commissioner Jim Zsebe, Alderperson Michele St. Marie-Boelkow. Commissioner Harry Savagian was absent and excused. Also present was Economic Development/Inspections & Zoning Director Brian Biernat.

2. Review and take appropriate action on the meeting minutes of April 12, 2016. **Motion made by Nelson, seconded by St. Marie-Boelkow**, to approve the minutes. Motion carried unanimously.

OLD BUSINESS

None

NEW BUSINESS

3. Review and take appropriate action on the proposed Certified Survey Map combining lots and removing interior lot lines at 3869 E. Cudahy Avenue, submitted by Valerie Robel (owner). **Motion made by Zsebe, seconded by Gates**, to approve the CSM as proposed.
4. Review and take appropriate action on the proposed Certified Survey Map combining lots and removing interior lot lines at 3943 E. Pulaski Avenue, submitted by Valerie Hernandez (owner). **Motion made by Gates, seconded by Moralez**, to approve the CSM as proposed.
5. Review and take appropriate action on the proposed Certified Survey Map combining lots and removing interior lot lines at 3633 E. Morris Avenue, submitted by Douglas & Shelly Wruck (owner). **Motion made by Nelson, seconded by Moralez**, to approve the CSM as proposed.
6. Review and take appropriate action on the proposed Certified Survey Map combining lots and removing interior lot lines at 3864 E. Barnard Avenue, submitted by Ryan Wallner (owner). **Motion made by Zsebe, seconded by St. Marie-Boelkow**, to approve the CSM as proposed.
7. Review and take appropriate action on the proposed Certified Survey Map combining lots and removing interior lot lines at 5406 S. Packard Avenue, and also review the proposed accessory use; volleyball courts in the adjacent side yard submitted by Jeff Clark, property owner, and owner of JC'S Blue Collar Pub. **Motion made by Nelson, seconded by Moralez**, to approve the CSM and accessory use as proposed.

8. Review and take appropriate action on the proposed Certified Survey Map combining lots and removing interior lot lines at 3473 E. Cudahy Avenue, submitted by Diane Richwalski (owner). **Motion made by Gates, seconded by St. Marie-Boelkow**, to approve the CSM as proposed.
9. Review and take appropriate action on the proposed Certified Survey Map combining lots and removing interior lot lines at 3759 E. Lunham Avenue, submitted by Olger Qatipi (owner). **Motion made by Zsebe, seconded by Gates**, to approve the CSM as proposed.

ADJOURN

10. **Motion made by Moralez, seconded by Gates**, to adjourn. All in favor.

Plan Commission Application Form

City of Cudahy, 5050 South Lake Drive, Cudahy, Wisconsin 53110
414-769-2215 414-769-2257 (fax)

610
\$335

Applicant or Agent for Applicant

Agent is Representing (Owner - Leasee)

Name: _____
 Company: Federation of Balkan American Associations, Inc.
 Address: 3244 East College Avenue
 City: Cudahy State: WI Zip: 53110
 Daytime Phone Number 414-248-7997
 E-mail Address pasa@wisconsingranitedepot.com
 Fax Number _____
 Project Name/New Company Name (if applicable) _____

Name: _____
 Company: _____
 Address: _____
 City: _____ State: _____ Zip: _____
 Daytime Phone Number _____
 E-mail Address _____
 Fax Number _____

Youth In Motion ("YIM")

Agent Address will be used for all official correspondence.

Property Information

Property Address: 3244 East College Avenue, Cudahy
 Tax Key Number: 682-9960-025; 682-9960-026
 Current Zoning: B-2 Community Business District
 Property Owner: Federation of Balkan American Associations, Inc.
 Property Owner Address: 3244 East College Avenue
Cudahy, WI 53110
 Existing Use of Property: New owner; property formerly
operated as YMCA fitness center
 Structure Size: 53,477 sq. ft. Addition n/a
 Construction Cost Estimate n/a
 Landscaping Cost Estimate: n/a
 Total Project Cost Estimate: n/a
 Previous Occupant: YMCA

- | | |
|-------------------------------------|---|
| <input type="checkbox"/> | Request for Zoning Change: \$ 300.00 (Public Hearing Required) |
| <input type="checkbox"/> | Existing Zoning: _____ Proposed Zoning: _____ |
| <input type="checkbox"/> | Request for Ordinance Amendment \$ 300.00 (Public Hearing Required) |
| <input checked="" type="checkbox"/> | Conditional Use, \$300.00 (Public Hearing Required) |
| <input type="checkbox"/> | Certified Survey Map, \$200 plus \$300.00 for each additional buildable lot |
| <input type="checkbox"/> | Planned Unit Development \$300.00 (Public Hearing Required) |
| <input type="checkbox"/> | Subdivision Plats Preliminary \$400.00 |
| <input type="checkbox"/> | Subdivision Plats Final, \$300.00 per lot |
| <input type="checkbox"/> | Street or Alley Vacation/Dedication, \$250.00 |
| <input checked="" type="checkbox"/> | *Level 1 (Project cost of less than \$2,000) Site, Landscaping, Architectural Plan Review, \$35.00 [\$150.00] |
| <input type="checkbox"/> | *Level 2 (Project cost of more than \$2,000 but less than \$25,000) Site, Landscaping, Architectural Plan Review, \$125.00 [\$250.00] |
| <input type="checkbox"/> | *Level 3 (Project cost of more than \$25,000 but less than \$100,000) Site, Landscaping, Architectural Plan Review, \$250.00 [\$500.00] |
| <input type="checkbox"/> | *Level 4 (Project cost of more than \$100,000.00 but less than \$200,000) Site, Landscaping, Architectural Plan Review, \$500.00 [\$1,000.00] |
| <input type="checkbox"/> | *Level 5 (Project cost of more than \$200,000) Site, Landscaping, Architectural Plan Review, \$900.00 [\$1,800.00] |
| <input type="checkbox"/> | *Site, Landscaping, Architectural Plan Amendment, \$100.00 [\$200.00] |
| <input type="checkbox"/> | *Extension of Time, \$250.00 [\$500.00] |
| <input type="checkbox"/> | *Signage Plan Review, \$100.00 [\$200.00] |

Application Type and Fee

(Check all that apply)

Attach Detailed Description Of Proposal

In order to be placed on the Plan Commission agenda, the Zoning Administrator must receive a completed application, appropriate fees, a detailed project description and 10 bound, complete plan sets of scaled, folded and stapled plans (11" x 17") that enables the documents to be reviewed without removing the binding, and 1 electronic copy (PDF format) of the plans not less than ten (10) days prior to the Plan Commission meeting.

*Submittals will be accepted until 5 PM the Wednesday prior to the meeting. The fee for submittals after the 10 day deadline shall be as shown in the brackets.

Attached Plans Include: (Application is incomplete without required plans, see handout for requirements)

- | | | | | | |
|---|---------------------------------------|--|--|--|---|
| <input type="checkbox"/> Site Plan | <input type="checkbox"/> Floor Plans | <input type="checkbox"/> Elevations | <input type="checkbox"/> Signage Plan | <input type="checkbox"/> Legal Description | <input type="checkbox"/> Certified Survey Map |
| <input type="checkbox"/> Landscaping/Screening Plan | <input type="checkbox"/> Grading Plan | <input type="checkbox"/> Utility System Plan | <input checked="" type="checkbox"/> Other <u>Business Plan</u> | | |

FEDERATION OF BALKAN AMERICAN ASSOCIATIONS, INC.

Applicant or Agent Signature: By: *Paul Ece* Date: May 27, 2016
 Paul Ece, Authorized Agent

Please do not write in this box	
Application Accepted by: _____	Meeting Date: _____
Date: _____	Total Fee: _____

Please make checks payable to:
City of Cudahy



A Limited Liability Service Corporation

Adam A. Bardosy
Direct Phone: 414-727-6264
E-mail: abardosy@mzmlw.com

May 27, 2016

Mr. Brian F. Biernat
Director of Economic Development
Inspections and Zoning
City of Cudahy
5050 South Lake Drive
Cudahy, Wisconsin 53110

Dear Mr. Biernat:

RE: Plan Commission Application
3244 East College Avenue

On behalf of my client, Federation of Balkan American Associations, Inc., I have enclosed my client's completed Plan Commission Application Form, along with ten copies of its Business Plan for the above-captioned property. I have also enclosed a check in the amount of \$335.00 to pay the application fee.

I look forward to seeing you again at the June 14, 2016 Planning Commission meeting. Please contact me with any questions.

Sincerely,

A handwritten signature in blue ink, appearing to read 'A. Bardosy', with a stylized flourish at the end.

Adam A. Bardosy

AAB:jc

Enclosures

cc: Mr. Paca Ece (via email)



FEBA

FEBA Milwaukee Office

Business Plan

Legal Page

Confidentiality Agreement

The undersigned reader acknowledges that the information provided by The Federation of Balkan American Associations in this business plan is confidential; therefore, reader agrees not to disclose it without the express written permission of The Federation of Balkan American Associations.

It is acknowledged by reader that information to be furnished in this business plan is in all respects confidential in nature, other than information which is in the public domain through other means and that any disclosure or use of same by reader, may cause serious harm or damage to The Federation of Balkan American Associations.

Upon request, this document is to be immediately returned to The Federation of Balkan American Associations.

Signature

Name (typed or printed)

Date

This is a business plan. It does not imply an offering of securities.

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1.0 Executive Summary

The Federation of Balkan American Associations is a Non-Profit 501(c)3 organization founded by a group of Balkan American individuals with the goal and mission to promote Balkan cultures, unity and economic and political cooperation. In an effort to strengthen the cultural and educational ties between the people of the United States and the Balkans, the Federation of Balkan American Associations organizes and offers to the public a broad spectrum of educational and cultural activities in the Greater Milwaukee area. The program will form partnerships with local Albanian, Bosnian, Macedonian and other Muslim communities and their schools and mosques.

FEBA, Federation of Balkan American Association has a mission to preserve and enhance the rich and diverse Balkan cultures. The goal is to sustain Balkan cultures and languages and to transmit these values to younger generations encouraging them to be positive and productive citizens of the United States. FEBA also strives to strengthen the cultural ties between the people of the United States and the Balkans promoting tolerance, dialogue and friendship. FEBA's vision is to make the Balkan Americans well- integrated and successful citizens of the United States of America.

Our community services are offered to the public and include but not limited to ACT courses, a fitness membership program, swimming pool and sauna membership program, basketball and soccer leagues and tournaments, weekend and afterschool programs, community events, birthday parties, Cafeteria with halal food for sale, student club activities (table tennis, chess, basketball soccer, and boxing)

FEBA welcomes participation from members of all communities. We emphasize culture enrichment and exposure to a diverse web of national identities and heritages.

FEBA does not have any facility but using Turkish American Society of Wisconsin and American Islamic College in Chicago buildings for activities and programs.

To facilitate these programs, we require a facility that can accommodate the wide range of social services we hope to provide. It is clear that the best opportunity presented to us is this former YMCA facility, which is being offered at significantly below market value.

1.1 Objectives, Mission & Vision

We are promoting Balkan cultures, unity and economic and political cooperation. In an effort to strengthen the cultural and educational ties between the people of the United States and the Balkans, the Federation of Balkan American Associations organizes a broad spectrum of educational and cultural activities in the Greater Milwaukee area. The program will form partnerships with local Albanian, Bosnian, Macedonian and other Muslim communities and their schools and mosques.

- FEBA, Federation of Balkan American Association has a mission to preserve and enhance the rich and diverse Balkan cultures.
- The goal is to sustain Balkan cultures and languages and to transmit these values to younger generations encouraging them to be positive and productive citizens of the United States.

- FEBA also strives to strengthen the cultural ties between the people of the United States and the Balkans promoting tolerance, dialogue and friendship.
- FEBA's vision is to make the Balkan Americans well-integrated and successful citizens of the United States of America.

1.2 Keys to Success

- Establish a strong network of support with local Albanian, Bosnian, Macedonian and other Muslim communities and their schools and mosques.
- Offer a unique service for our community that will fit with our members' religious and cultural differences.
- Launch a series of fundraising activities that will successfully fund the expanding program.
- Establish an effective training program for instructors that will increase their ability to be successful communicators.
- Establish an effective monitoring system to protect both the member and the instructor.

2.0 Organization Summary

The Federation of Balkan American Associations is a Non-Profit 501(c)3 organization founded by a group of Balkan American individuals with the goal and mission to promote Balkan cultures, unity and economic and political cooperation. In an effort to strengthen the cultural and educational ties between the people of the United States and the Balkans, the Federation of Balkan American Associations organizes a broad spectrum of educational and cultural activities in the Greater Milwaukee area. The program will form partnerships with local Albanian, Bosnian, Macedonian and other Muslim communities and their schools and mosques.

Members will be matched with a caring adult instructor who is trained to focus on positive reinforcement, trust building, and the achievement of goals, by engaging member in one-on-one outing and group adventures in the community. Instructors and members will meet for regular bases. Beside our paid instructors, there will be volunteer instructors from our community.

Ongoing training will continue with instructors on individual case management throughout the year. In addition, FEBA will have monthly instructor support meetings.

2.1 Start-up Summary

Our start-up expenses come to \$10,500, which is mostly office and advertising expenses. We will also need cash to finance the beginning of the first year of operations. The start-up costs are to be financed by contributions by private sponsors. The assumptions are shown in the following table.

Table: Start-up

<i>Start-up</i>	
Requirements	
Start-up Expenses	
Legal	\$1000
Office Expenses	\$2000
Stationery etc.	\$500
Advertising Expenses	\$6,000
Insurance	\$1000
Total Start-up Expenses	\$10,500
Start-up Assets	
Cash Required	\$49,500
Other Current Assets	\$0
Long-term Assets	\$0
Total Assets	\$49,500
Total Requirements	\$60,000

Table: Start-up Funding

<i>Start-up Funding</i>	
Start-up Expenses to Fund	\$10,500
Start-up Assets to Fund	\$49,500
Total Funding Required	\$60,000
Assets	
Non-cash Assets from Start-up	\$0
Cash Requirements from Start-up	\$49,500
Additional Cash Raised	\$0
Cash Balance on Starting Date	\$49,500
Total Assets	\$49,500
Planned Investment	
Donor 1	\$6,000
Donor 2	\$6,000
Donor 3	\$6,000
Donor 4	\$6,000
Donor 5	\$6,000
Donor 6	\$6,000
Donor 7	\$6,000
Donor 8	\$6,000
Donor 9	\$6,000
Donor 10	\$6,000
Additional Investment Requirement	\$0
Total Planned Investment	\$60,000
Loss at Start-up (Start-up Expenses)	(\$10,500)
Total Capital	\$49,500
Total Funding	\$60,000

2.2 Legal Entity

The Federation of Balkan American Associations is a Non-Profit 501(c)3 organization founded by a group of Balkan American individuals with the goal and mission to promote Balkan cultures, unity and economic and political cooperation.

3.0 Services

Our community services include but not limited to;

- ACT courses,
- Fitness membership program
- Swimming pool and sauna membership program,
- Basketball and soccer leagues and tournaments,
- Weekend and afterschool programs,
- Community events, birthday parties, graduation ceremonies
- Cafeteria with halal food for sale,
- Student club activities (table tennis, chess, basketball, soccer, and boxing)
- Folk dance and music classes
- Cultural movie and theater performances
- Seminars and training programs

4.0 Market Analysis Summary

FEBA has cultural and educational activities that are in direct response to the growing number of people from Balkans that are in need of preserving and enhancing their rich and diverse culture.

The goal is to sustain Balkan cultures and languages and to transmit these values to younger generations encouraging them to be positive and productive citizens of the United States. Currently, there is no such organization in this region to provide wide variety of services for Balkan community and Muslim community in large.

4.1 Market Segmentation

FEBA has a number of market focuses that are key to the programs' success.

- Youth, who are overcoming stressors in their lives, such as cultural adaptation, and academic life, are the primary marketing focus of FEBA. Educational and cultural programs foster positive changes through goal setting, self-discipline, skill development, and friendship.
- Families are also the marketing focus, with unique sportive and cultural activities especially for conservative members.
- Marketing also attracts volunteer mentors to FEBA because they care about kids, youth, and their community. For most volunteer mentors, this experience changes their lives, taps their inner resources.
- Ultimately, FEBA is marketed to Milwaukee as a unique community service provider for multicultural societies and companies.

5.0 Strategy and Implementation Summary

There are three focuses to FEBA's programs implementation:

- First is the creation of a network with local Albanian, Bosnian, Macedonian and other Muslim communities and their schools and mosques.
- The second is the recruiting and training of mentors.
- The third is the development of fundraising strategies.

5.1 Fundraising Strategy

FEBA's funding sources include private donations, grants from private foundations, and business sponsorship.

- Fundraising dinners/events
- Bake sales
- Cash donations and sponsorships for specific events
- Scholarships for needy students
- Business sponsorships

5.2 Marketing Strategy

The goal is to raise the visibility of program to assure that:

- Referral sources will use the service;
- Funding sources will support the program;
- Adults and youth will volunteer to be mentors.

The marketing strategy will be to successfully sell these services to the Balkan community members, Muslim society of Milwaukee, and all residents in large. This will be accomplished by volunteer referral coordinators who will create and maintain a network of contacts that will serve as the referral source for the programs.

Brochures will be developed to sell the benefits of the programs to both potential referrers and participants. The goal will be to build an effective marketing program on the success of the member relationships.

The core of the marketing strategy will be the creation of the programs' Board of Directors who will be chartered with the responsibility of selling the benefits of the programs to the community.

5.3 Funding & Revenue Forecast

FEBA forecast of revenues for 2016 is \$441,600. The funding will be from donations, sportive activities, educational programs, community events, and memberships. Anticipated growth from these funding sources is estimated to be 10% over the next five years. FEBA will focus on rapidly increasing funding from sources where the percentage growth is projected to be higher. By 2020, estimated revenue should be in excess of \$646,547.

6.0 Management Summary

FEBA's management team will consist of the Board of Directors and the manager. A team of programs and fundraising instructors will be assembled to manage and grow the programs and services.

6.1 Personnel Plan

The following table summarizes our personnel expenditures for the first five years. FEBA will have the following staff.

- Manager;
- Instructor recruitment/training coordinator;
- Receptionist;
- Maintenance Person;
- Swimming Instructor.

Table: Personnel

<i>Personnel Plan</i>	Year 1	Year 2	Year 3	Year 4	Year 5
Manager	\$40,000	\$41,200	\$42,436	\$43,709	\$45,020
Instructor recruitment/training coordinator	\$35,000	\$36,050	\$37,132	\$38,245	\$39,393
Receptionist	\$25,000	\$25,750	\$26,523	\$27,318	\$28,138
Maintenance Person	\$30,000	\$30,900	\$31,827	\$32,782	\$33,765
Swimming Instructor	\$20,000	\$20,600	\$21,218	\$21,855	\$22,510
Total People	5	5	5	5	5
Total Payroll	\$150,000	\$154,500	\$159,135	\$163,909	\$168,826

7.0 Financial Plan

FEBA will build funding support from members, businesses, and private donors in the community at an aggressive rate of growth. Yet it will take five years before funding from these sources becomes strong enough to expand the program. The primary expenditures are staff salaries, utilities, and loan payments. An effective communication system will be established to report fiscal data to the Board of Directors so adjustment can be made quickly to assure the health of the program.

We are also assuming beginning cash reserves of \$60,000 according to the treasurer.

7.1 Important Assumptions

The financial plan depends on important assumptions, most of which are shown in the following table. The key underlying assumptions are:

- We assume a slow-growth economy, without major recession.
- We assume a continued need for services by community members.
- We assume broad community support.
- There are currently 235 families regularly involving in our programs from Bosnian, Albanian, Turkish, Macedonian, and other local communities and more than 500 families attended our activities so far.

- We are organizing annual retreatment camps since 2002 at Olympia Hotel or Illinois Beach Resort & Conference Center. Our last winter retreatment program was took place at Olympia Hotel with the participation of 700 community members. Program length was 7 days and we charged \$850 per room from participants for 180 rooms. After we purchase this former YMCA facility, we will be able to use facilities for the same program without going to hotel as daytime program.

7.2 Fee Table

We are aware of that our fees are higher than market value but we are offering a unique service for our community that will fit with our members’ religious and cultural differences. There is a huge demand for private and separate fitness and swimming pool services for females, males, teenagers, and children in our community.

Fee Table		
Fitness Membership (individual)	\$50	per month
Swimming Pool Membership (individual)	\$50	per month
Company Membership (both fitness and pool)	\$100	per month
School Membership (both fitness and pool)	\$100	per month
ACT Courses	\$400	per course
Tournaments (basketball, soccer, etc.)	\$180	per 3 hours
Weekend School	\$100	per month
Afterschool Programs	\$100	per month
Community Events (birthday, etc.)	\$500	per event
Religious Events (30 days ramazan fast breaking gathering)	\$100	Per event
Religious Eid Celebrations	\$10	per person

7.2 Hours of Operation

Monday – Sunday: 7:00 a.m. – 11:00 p.m.

Federation of Balkan American Associations - Milwaukee

Table: Financial Plan

<i>Financial Plan</i>					
Revenue	Year 1	Year 2	Year 3	Year 4	Year 5
Membership Income					
Fitness Membership	\$120,000	\$132,000	\$145,200	\$159,720	\$175,692
Swimming Pool Membership	\$30,000	\$33,000	\$36,300	\$39,930	\$43,923
Company Membership	\$60,000	\$66,000	\$72,600	\$79,680	\$87,846
School Membership	\$30,000	\$33,000	\$36,300	\$39,930	\$43,923
Subtotal	\$240,000	\$264,000	\$290,400	\$319,440	\$351,384
Activity Income					
ACT Courses	\$18,000	\$19,800	\$21,780	\$23,958	\$26,354
Tournaments (Basketball, Soccer, etc.)	\$21,600	\$23,760	\$26,136	\$28,750	\$31,625
Weekend School	\$50,000	\$55,000	\$60,500	\$66,550	\$73,205
Afterschool Program	\$15,000	\$16,500	\$18,150	\$19,965	\$21,962
Community Events (Birthday, etc.)	\$35,000	\$38,500	\$42,350	\$46,585	\$51,244
Clubs(Table Tennis, Soccer, Basketball, Boxing)	\$10,000	\$11,000	\$12,100	\$13,310	\$14,641
Cafeteria and Vending Machines	\$12,000	\$13,200	\$14,520	\$15,972	\$17,569
Religious Event (30 days Ramadan fast breaking gathering)	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
Religious Eid Celebrations	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Subtotal	\$174,600	\$190,760	\$208,536	\$228,090	\$249,599
Other Income					
Donations	\$100,000	\$110,000	\$121,000	\$133,100	\$146,410
Subtotal	\$100,000	\$110,000	\$121,000	\$133,100	\$146,410
TOTAL REVENUE	\$514,600	\$564,760	\$619,936	\$680,630	\$747,393
Expense	Year 1	Year 2	Year 3	Year 4	Year 5
Employee Related Expense					
Manager	\$40,000	\$41,200	\$42,436	\$43,709	\$45,020
Instructor recruitment/training coordinator	\$35,000	\$36,050	\$37,132	\$38,245	\$39,393
Receptionist	\$25,000	\$25,750	\$26,523	\$27,318	\$28,138
Maintenance Person	\$30,000	\$30,900	\$31,827	\$32,782	\$33,765
Swimming Instructor	\$20,000	\$20,600	\$21,218	\$21,855	\$22,510
Subtotal	\$150,000	\$154,500	\$159,135	\$163,909	\$168,826
Other Expense					
Office expenses	\$2,000	\$2,200	\$2,420	\$2,662	\$2,928
Printing, binding, photocopying charges	\$1,000	\$1,100	\$1,210	\$1,331	\$1,464
Stationery and Office Supplies	\$1,000	\$1,100	\$1,210	\$1,331	\$1,464
Security services charges	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
Telecommunication charges	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800
Water, Electricity & Gas charges	\$48,000	\$49,400	\$50,923	\$52,451	\$54,024
Audit Fees	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Building Insurance	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Bank Charges	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
Hospitality & entertainment expenses	\$1,000	\$1,100	\$1,210	\$1,331	\$1,464
Postal, Courier & other doc delivery expenses	\$1,000	\$1,100	\$1,210	\$1,331	\$1,464
Advertising and Marketing Expenses	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Building maintenance	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Pest control	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
Trash Collection	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
Lawn mowing and snow plowing	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000
Legal Fees	\$1,000				
Subtotal	\$152,800	\$154,840	\$156,983	\$159,237	\$161,609
Debt Payments					
Estimated Long Term Loan Payment	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000
Reserve Maintenance Fund	\$36,000	\$36,000	\$36,000	\$36,000	\$36,000
Subtotal	\$126,000	\$126,000	\$126,000	\$126,000	\$126,000
TOTAL EXPENSE	\$428,800	\$435,340	\$442,118	\$449,146	\$456,435
NET PROFIT	\$85,800	\$129,420	\$177,818	\$231,484	\$290,957