



Urban Scale Foundation 2019-2021

Michigan Common Grant Application Form

Date of Application: _____

Legal name of organization applying: Urban Scale Foundation
(Should be same as on IRS determination letter and as supplied on IRS Form 990.)

Year Founded: 2017 Current Operating Budget: \$ _____

Executive Director: Chris Holcomb Phone number: (248) 256-5014

Contact person/title/phone number (if different from executive director): Same as above.

Address (principal/administrative office): 17301 Livernois Avenue

City/State/Zip: Detroit, Michigan 48221

Fax Number: None E-mail Address: Chris.Holcomb@urbanscalefoundation.org

List any previous support from this funder in the last 5 years: _____

Project/Program Name: Home Buyer Program w/Post Home Buyer Training and Financial Literacy Education.

Purpose of Grant (one sentence): To cover the costs associated with providing the Home Buyer Program w/Post Home Buyer Training and Financial Literacy Education to men, women, families, and adult ages 18 to 64 in Detroit, Michigan and surrounding areas who lack employment, education, housing, work experience, and are low-income or, on some form of public assistance or participating in a Work First Program.

Dates of the Project/Program: 2019-2021 Amount Requested: \$ _____

Total Project/Program Cost: \$ _____

Geographic Area Served: Detroit, Michigan

Signature, Chairperson, Board of Directors

Date

Typed Name and Title

Signature, Executive Director

Date

Typed Name and Title

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A. NARRATIVE

1. Executive Summary

Urban Scale Foundation (USF) is a 501(c)(3) non-profit organization founded in December 2016. Our organization is a spearhead in Neighborhood Housing Stabilization programs serving Detroit's most occupationally, educationally, and economically disadvantaged men and women.

We assist low-income families and individuals in communities that lack financial stability with educational programs focused on the core curriculum of wealth building. This includes working with men, women, families, and adult ages 18 to 64 in Detroit, Michigan and surrounding areas who lack employment, education, housing, work experience, and are low-income or, on some form of public assistance or participating in a Work First Program.

The core initiative is to stabilize war-torn communities with newly rehabilitated homes that offer special amenities, such as net-zero energy and smarthome technology components. The mission is to first educate them on financial literacy, then integrate participants into the homeownership program. Participants will partake in a course suited for those that need money management assistance and insight on the necessities of purchasing a house.



Urban Scale Foundation will lead the way in the stabilization of abandoned neighborhoods with the completion of newly renovated green infrastructure homes. These homes will feature net-zero energy and include solar, geo-thermal and all electrical appliances to reduce the dependency of non-renewable resources. Incorporating community partners to identify additional resources, participants will develop a wealth of financial knowledge capable of acquiring our rehabilitated eco-friendly community green smart homes.

Our mission is to provide safe and quality energy efficient and automated housing to underserved communities, with our primary focus on renovating distressed and dilapidated homes, minimizing blight and creating neighborhood stabilization. Our vision is an improved quality of life for families in underserved communities through financial literacy and homeownership education.

Organization History

Our Founder, Chris Holcomb, being born and raised in Detroit's inner-city, has witnessed the highs of the auto industry, lows of the recession, drug influence, and a defunct of the Detroit school system. This created blight in Detroit neighborhoods. That blight still remains today. Neighborhoods are degrading and there is a need for safe and quality housing.

Chris comes from a blue-collar family where keeping a safe roof over their head was a priority. He graduated from the Detroit Public Schools system and earned a Bachelor's of Science in Industrial Engineering from Wayne State University. It was during this that he developed a passion for creating a neighborhood stabilization program.

Core Values

Integrity – The pursuit of noble execution and parameters in delivering services in a personal and honest method conducted with transparency.

Empowerment – The constant encouragement and growth of deprived veterans and disadvantaged families that need housing throughout Michigan.

Excellence – Passionately collaborate with our fellows’ organizations and group to service the underprivileged to uplift them to a functional level.

Community – The continuous collaboration with complementary organizations that offer educational and employment opportunities to the population we serve within our community for the purpose of reaching a common goal.

2. Purpose of Grant

Target population description

USF (Urban Scale Foundation) will target men, women, families, and adult ages 18 to 64 in Detroit, Michigan and surrounding areas who lack employment, education, housing, work experience, and are low-income or, on some form of public assistance or participating in a Work First Program. It will serve Detroit’s most occupationally, educationally, and economically disadvantaged men and women. It is imperative that participant selections are based on those who exhibit the most need by on our assessment.



Needs/problems to be addressed

Detroit is a relentless city that has fallen down many times. The city is on the comeback. However, unemployment still high which can lead to impoverished communities. Poverty and unemployment lead to a decline in home ownership which is present in the Detroit area.

In the wake of Great Recession, a combination of economic hardship and over-assessed properties—in a city where property taxes are already high in comparison to income levels—led Wayne County to foreclose on more than one in three Detroit properties since 2003. This creates a city where the population is mostly renters than homeowners and not enough opportunities to acquire sound quality homes. These are factors for homelessness and crime which are part of lack of education.

Detroit has faced some economic challenges. Those challenges have turned a once thriving city that depended on the automotive industry into a depressed city which is now on its way to a comeback. However, through all of the city’s transitions, poverty has always existed. Detroit’s unemployment rate is 8.7%, even with all the new business development currently in the city.

Detroit's statistics support that poverty is tied directly to the lack of education which corresponds to the low-income statistics provided by HUD. The results of the higher than average low-income and unemployment rates have also had a negative trickle-down effect on urban areas within the Detroit-Metro area.

How our target population will benefit

USF intends to positively affect these urban areas by implementing the steps below:

- Target areas in need of rehabilitation.
- Identify structures (homes, apartments and other structures) that need rehabilitation and revitalize those structures.
- Identify the needs persons and groups that fall within the low-income statistics as defined by HUD.
- Work with those persons and groups to place them with Michigan Works or similar organizations to help them develop a skill set which will help them obtain long term employment.
- Help those persons and groups become financially stable, independent and qualify for a mortgage to ultimately purchase a green smart home that has been rehab by USF.



The above-outlined steps will have a positive impact on all Detroit low-income, unemployment statistics provided by HUD. Over time our Foundation will help decrease unemployment, low-income statistics as well as assist in the rehabilitation of our neglected neighborhoods.

Action plan & timetable for implementation

We will take the following action steps to implement our program so we can accomplish our goals, implement our objectives and realize our desired outcomes.

Third and Fourth Quarter of 2018 - The USF program has accomplished its organizational development goal in outlining definitions of the organization, mission and purpose, and organized all necessary local and non-profit components to begin rehabilitating safe and quality housing in the underprivileged and underserved Hope Village neighborhood. In addition, professional relationships and project management procedures were developed so executive staff had the capacity to oversee the renovations of properties while simultaneously working with affiliate financial education partners to grant assess of financial resources to participants engaged in the program.

First, Second and Third Quarter of 2019 - USF program start date will be January 1, 2019 and will be operating at full board capacity and have begun projecting the development of the identified Hope Village community. Engaging in data-driven problem-solving and community planning to support a stabilized housing market and sustainable healthy living community.

Urban Scale will acquire two properties and begin renovations for program participants and potential homeowners. Following a zero net energy and passive home model, homes will support many energy efficient characters and financial benefits. This will be implemented by establishing the proper trades and subcontractors to perform the required scope of work and quality for the five properties.

During that time frame, USF will activate the financial literacy program partnership, by assisting low-income families and individuals in programmed financial literacy and homeowner education, the Urban Scale Foundation will serve the capacity of building them to be financially educated and mortgage ready to be a homeowner of the acquired and completely renovated property.

USF will continue the process of redevelopment of three additional homes in the local area within close proximity of the previous two homes. Implementation will be executed with neighborhood community associate assistance by removing unneeded blight to improve the neighborhood landscape. The additional homes will support three additional low-income families and or a permanent residence for a homeless veteran. These potential homeowners will also be capable of acquiring a mortgage or move in for rent homes.

Community outreach will further engage the organization by identifying additional areas of support and strategically work within the best interest of the residents and the community to continue rehabilitating and stabilizing the Hope Village community.

Action Steps		Outputs	Timeframe of Completion
Organization Development	<ol style="list-style-type: none"> 1. Organization Assessment 2. Program Plan Development 	USF Program Plan that provides necessary information to seek out and acquire program funding.	Sep 2018
Urban Scale Foundation Action Plan	<ol style="list-style-type: none"> 1. Mission Revision 2. Vision Revision 3. Goal Setting 	Action Plan quickly highlights the scope of the organization and provides the foundation for strategic execution and completion of goals and objectives.	Nov 2018
Zero-Energy Home Program	<ol style="list-style-type: none"> 1. Program Definition 2. Home Rehabilitation Process 3. Program Budget 	The process of identifying, assessing, rehabilitation, and occupying homes with tenants and zero-energy furnishings	Jan 2019
La Salle Property Rehabilitation	<ol style="list-style-type: none"> 1. Property Assessment 2. Concept Design 3. Rehab Budget 4. Rehabilitation 	Home identified for rehabilitation is assessed and reconstructed to necessary City of Detroit standards for occupancy. [Certificate of Occupancy]	Mar 2019
Homeowner Financial Literacy Training	<ol style="list-style-type: none"> 1. Training Objectives 2. Identify Partner 3. Integrate Partnership into Home Program 	Develop and engage in a partnership that supplies potential homeowners with the essential's skills and financial knowledge necessary to be a successful homeowner and personal finances.	May 2019
Community Outreach & Capacity Building	<ol style="list-style-type: none"> 1. Engage with students for literacy training opportunities 2. Hope Village Revitalization Plan 	Explore "Vision Statement" to identify long-term goals for strategic community outreach and capacity building.	July 2019
Hope Village Community Plan	<ol style="list-style-type: none"> 1. Work with identified community members and groups to create additional community benefits and support housing stabilization. 	Activation of a community space and capacity to support local entrepreneurship, small business, education, financial literacy, and a host of community benefits.	Sep 2019-April 2020

New or ongoing part of the organization

USF is a completely new our organization. Although it is new, it is years in the making. Our Founder is using his years of experience in the real estate field to implement a successful program with the help of his team.

Board of Directors, Partners, Staff and Volunteer Roles

Our board of directors is responsible for discussing and voting on the highest priority issues, setting organizational policies, and researching and evaluating key staff. Furthermore, they approve operating budgets, establish long-term plans, and assist in gathering resources plus carrying out fundraising activities. Our board of directors is listed below along with their position titles.



- Christopher Holcomb, Founder, and Executive Director – Head of the board and supervises all of the business and affairs of the board. Also assists with fundraising.
- Kevin Thorpe, President – Assists with the supervision all of the business and affairs of the board. Also assists with fundraising.
- Tina Williams, Treasurer – Keeps account of the receipts and disbursements in the organization’s books. Additionally, the Treasurer is responsible for keeping track of the organization’s financial condition. Keeps the other officers and board members informed about the financials. Also responsible for making sure the appropriate financial forms are filed with the IRS. Also assists with fundraising.
- Donovan Smith, Secretary – Responsible for taking notes during board meetings. Additionally, the Secretary is responsible for keeping track of the organization’s activities to make sure the actions of the organization are in accordance to the organization’s Bylaws. The Secretary usually keeps track of the board members’ contact information in order to inform the board about meetings and updates on the organization. Also assists with fundraising.

Community & Program Partners -

Hope Village Families (Community Collaborator) - Invested stakeholders that reside in the neighborhood and they provide insight into the community and develop programs to clean up neighborhoods and partake in ownership of properties in the community.

Legacy (Community Collaborator) - Founded the student trade workforce training for students in the area.

Men for a Better Society (Community & Program Collaborator) - Provides second chances to those in the Detroit community that have been hindered by unfortunate circumstances, while simultaneously restoring impoverished communities into safe functioning areas.

Constituent involvement in program planning

Throughout the planning process, Urban Scale Foundation's constituents will focus on collaboration efforts and retention by creating a program based on the assessment of eliminating blight and producing green energy efficient homes that are safe with home automation.

Constituents will build relationships with neighborhood associations, local police precincts, churches, and other community resources to form a coalition in the community to complement existing services and establish the Community Neighborhood Stability (CNS) Program as a viable resource. UFS will develop a relationship with National Faith HomeBuyers, Men for a Better Society, Focus Hope, BUF, and other similar organizations.

Qualifications of staff and volunteers

The entire staff and volunteers must exemplify qualifications through experience and necessary credentials. They shall have experience and backgrounds in the comprehension of Green renovation Initiatives and energy efficiency, real estate, management, community outreach, financial education and the path to home ownership.

Capacity building

We recently completed a six-week non-profit training course offered by QT Business Solutions. This course provided instructions on how to build our board of directors, how to operate a non-profit effectively and according to federal and state law, how to develop our program according to grant maker standards, and how to continuously raise funding for our organization. QT Business Solutions has also assisted us with writing a grant proposal for our Creative Minds Program using the Michigan Common Grant Application Format. Lastly, we are working with them to apply for three grants with three different private foundations. The work we are doing with QT Business Solutions is helping us grow the organization and make our mission and vision a reality.

We will also leverage a robust and experienced executive leadership team and strategic partnerships with local community leaders and professionals to tailor the method of planning and programs outputs to support the local community. Emphasis on valuable partnerships that support the mission and goals of the Foundation will develop the capacity in skills, talent, and time needed to complete this undertaking.

Long term funding strategies

Michigan Millionaire Party for Non-Profits – A millionaire party can provide us with the opportunity to raise thousands of dollars in a short time. This event can bring positive exposure for our organization to an affluent group of supporters who wouldn't ordinarily be exposed to our cause. We will obtain the required license to host a 4 day poker tournament with cash games. The funds raised will be used to cover the cost of providing our program to our target population.

Donor Campaigns – We may use telemarketing companies such as SD&A Teleservices to conduct call center campaigns. This consists of contacting people who have donated to charitable causes (similar to our program) in the past and asking them to donate to our organization. The funds raised will be used cover the cost of providing our program to our target population.

Website Donor Campaigns – We will promote our website using various online and offline advertising techniques. We will also inform our program and community partners of the option to donate to the organization online through our website.

Paying Clients – The organization will sustain itself through revenue for services available to individuals outside of the programs target population. Service costs will be based on income and household size.

Public Fundraisers – We will conduct public fundraisers at various venues to raise donations from individuals who have an interest in serving our target population. The funds raised will be used to cover the cost of providing our program to our target population.

- *Golf Outings* – Corporations will sponsor our golf outings and offer prizes to the golfers. Golfers will register to participate in the event and pay a fee. The incentive for golfers to register is that they get to promote their business and win a prize from our corporate sponsors. Our foundation will get to keep the fees paid by the golfers to participate in the event.
- *Pamper Parties* – We will host these events at restaurants and sell beauty products to invitees who participate. 10% of whatever the hosting restaurants makes will be donated to our organization. We will also keep funds generated through the sell of the beauty products.
- *Dinner Parties* – We will host these events in the homes of board members. Invitees who participate will be asked to donate through our website.

Private Grants – We will continue to apply for grants with private foundations. The funds raised will be used to cover the cost of providing our program to our target population.

3. Evaluation

Defining & measuring program success

The Urban Scale Foundation program will identify and track many of the various components of home rehabilitation, such as cost, resources, time, and turnover, against the completion of homes as identified in the organization action plan. Participants engaged with the financial literacy training will be surveyed, interviewed, and assessed to determine the level of financial aptitude and providing optimal support. Additional data collected would also be used to improve program execution and efficiency.

The success of the program will align with the action plan and organization mission, successful program participants will acquire an affordable, high efficiency and eco-friendly home, and achieve a broad depth of financial knowledge to support themselves and their families.

Use of evaluation results

At the start and end of program activities such as home rehabilitation, financial literacy training, homeownership training, and the home purchasing process, and assessment, survey, or interview will be conducted. The feedback of the data collecting activities will be reviewed internally by executive staff to identify opportunities for improvement in program process, objectives, outputs, and community benefits. This continuing improvement of program activities will increase the social and financial equity impact in the community.

4. Budget Justification/Narrative

All grant funds will be used to cover expenses directly associated with providing our Home Buyer w/Post Home Buyer Training and Financial Literacy Education to our target population. A detailed explanation of expenses associated with the program can be found in the grant budget tables below.

Organizational fiscal year

January 1st to December 31st.

Time period this budget covers

2019-2021

Grant budget tables

<i>Surplus and Deficit</i>	Year 1	Year 2	Year 3
Funding	\$506,750	\$955,000	\$2,273,750
Direct Cost	\$305,800	\$591,125	\$1,438,000
Other Costs of Funding	\$0	\$0	\$0
Total Direct Cost	\$305,800	\$591,125	\$1,438,000
Gross Surplus	\$200,950	\$363,875	\$835,750
Gross Surplus %	39.65%	38.10%	36.76%
Expenses			
Payroll	\$67,000	\$84,500	\$90,000
Marketing/Promotion	\$9,000	\$9,500	\$10,000
Depreciation	\$0	\$0	\$0
Rent	\$6,000	\$6,000	\$6,000
Utilities	\$2,400	\$2,500	\$2,600
Insurance	\$1,800	\$1,900	\$2,000
Payroll Taxes	\$10,050	\$12,675	\$13,500
Payroll Services	\$2,400	\$2,500	\$2,600
Phone/Internet/Cable	\$2,400	\$2,500	\$2,600
Web Maintenance	\$600	\$650	\$700
CRM	\$480	\$490	\$500
QuickBooks	\$600	\$625	\$650
Bookkeeping, Financial Statements Review or Audit, Returns	\$8,500	\$9,000	\$9,500
Misc. & Supplies	\$1,800	\$1,900	\$2,000
IT Consulting	\$6,000	\$19,000	\$20,000
Program Administration	\$6,000	\$16,000	\$17,000
Project Management Consultant	\$6,000	\$19,000	\$20,000
Total Operating Expenses	\$131,030	\$188,740	\$199,650
Surplus Before Interest and Taxes	\$69,920	\$175,135	\$636,100
EBITDA	\$69,920	\$175,135	\$636,100
Interest Expense	\$0	\$0	\$0
Taxes Incurred	\$0	\$0	\$0
Net Surplus	\$69,920	\$175,135	\$636,100
Net Surplus/Funding	13.80%	18.34%	27.98%

<i>Funding Forecast</i>			
	Year 1	Year 2	Year 3
Units			
Home Buyer Program	60	75	100
Land Contract or Home Sold	5	10	25
Post Home Buyer Training	5	10	25
Financial Literacy	60	75	100
Total Units	130	170	250
Unit Prices			
Home Buyer Program	Year 1 \$750.00	Year 2 \$750.00	Year 3 \$750.00
Land Contract or Home Sold	\$85,000.00	\$85,000.00	\$85,000.00
Post Home Buyer Training	\$750.00	\$750.00	\$750.00
Financial Literacy	\$550.00	\$550.00	\$550.00
Funding			
Home Buyer Program	\$45,000	\$56,250	\$75,000
Land Contract or Home Sold	\$425,000	\$850,000	\$2,125,000
Post Home Buyer Training	\$3,750	\$7,500	\$18,750
Financial Literacy	\$33,000	\$41,250	\$55,000
Total Funding	\$506,750	\$955,000	\$2,273,750
Direct Unit Costs			
Home Buyer Program	Year 1 \$262.50	Year 2 \$262.50	Year 3 \$262.50
Land Contract or Home Sold	\$55,250.00	\$55,250.00	\$55,250.00
Post Home Buyer Training	\$450.00	\$450.00	\$450.00
Financial Literacy	\$192.50	\$192.50	\$192.50
Direct Cost of Funding			
Home Buyer Program	\$15,750	\$19,688	\$26,250
Land Contract or Home Sold	\$276,250	\$552,500	\$1,381,250
Post Home Buyer Training	\$2,250	\$4,500	\$11,250
Financial Literacy	\$11,550	\$14,438	\$19,250
Subtotal Direct Cost of Funding	\$305,800	\$591,125	\$1,438,000

Amounts requested from other funding sources

None.

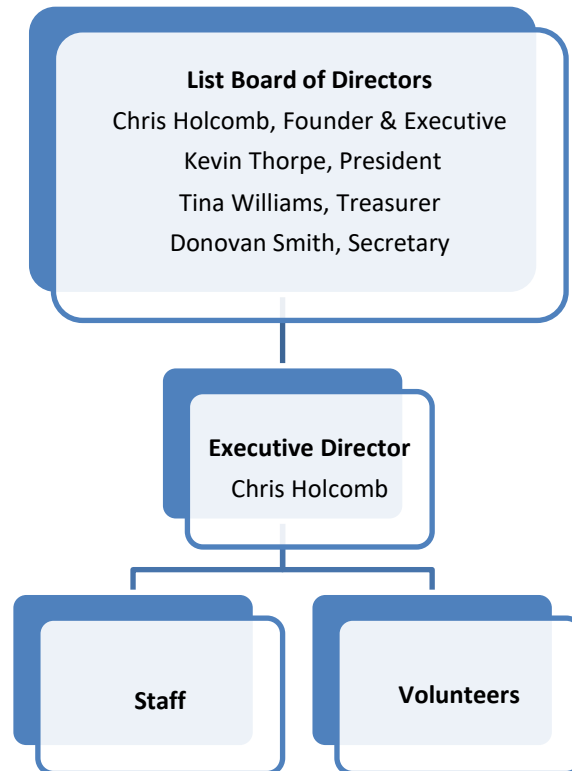
Grantmaker recognition opportunities

We will prominently place grantmakers logos on our website and all outreach literature that we disseminate to the public for time period the budget covers. We will also create a post on our social media pages with possible video footage of our target population participating in our programs and proudly display the grantmakers logos during the video. We will pin this post to the top of our social media pages so that it is the first thing anyone sees when they visit our pages. We also plan on posting updates to our social media pages multiple times throughout the year thanking grantmakers for providing the funding we need to provide effective programs to our target population.

We also plan on using public service spots on the radio to increase awareness for our cause and will thank grantmakers by name in our public service announcements. In addition, we will create press releases and disseminate it to the press and public stating that grantmakers helped us create effective programs for our target population.

5. *Organization Chart*

The organizational chart is outlined on the following page. It gives you an overview of the hierarchy of the organization in terms of the Board of Directors, staff, and volunteers.



B. ATTACHMENTS

***1. IRS Determination
Letter***

2. List of Board of Directors and Affiliations

<i>Board of Directors</i>	<i>Affiliations</i>
Chris Holcomb, Founder & Executive	
Kevin Thorpe, President	
Tina Williams, Treasurer	
Donovan Smith, Secretary	

3. Finances

Chart: Highlights

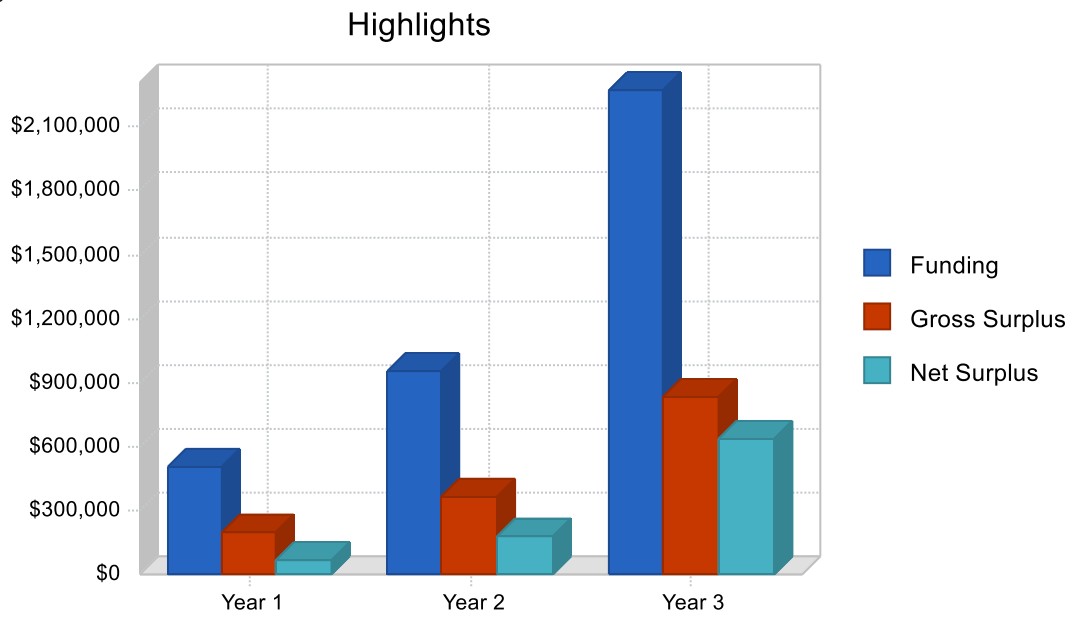


Table: Start-up

<i>Start-up</i>	
Requirements	
Start-up Expenses	
Legal	\$1,500
Stationery (Web Design, Logo Design, Brochures, Cards, Initial Marketing Campaign, Etc.)	\$8,000
Insurance	\$250
Rent Downpayment	\$500
Computer(s) & Equipment	\$5,000
Total Start-up Expenses	\$15,250
Start-up Assets	
Cash Required	\$2,500
Other Current Assets	\$0
Long-term Assets	\$0
Total Assets	\$2,500
Total Requirements	\$17,750

Chart: Start-up

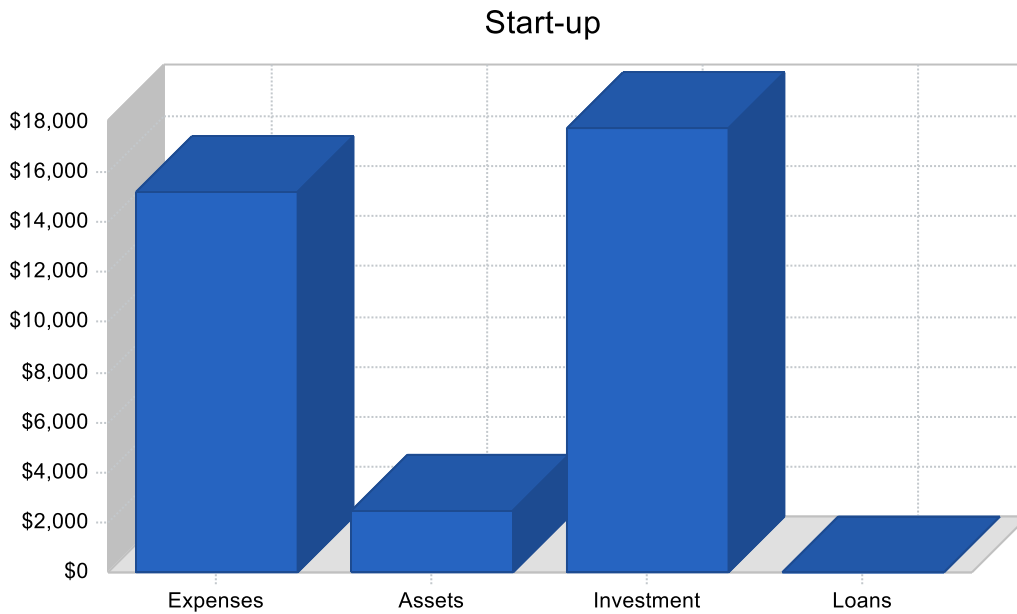


Table: Funding Forecast

<i>Funding Forecast</i>				
	Year 1	Year 2	Year 3	
Units				
Home Buyer Program	60	75	100	
Land Contract or Home Sold	5	10	25	
Post Home Buyer Training	5	10	25	
Financial Literacy	60	75	100	
Total Units	130	170	250	
Unit Prices				
	Year 1	Year 2	Year 3	
Home Buyer Program	\$750.00	\$750.00	\$750.00	
Land Contract or Home Sold	\$85,000.00	\$85,000.00	\$85,000.00	
Post Home Buyer Training	\$750.00	\$750.00	\$750.00	
Financial Literacy	\$550.00	\$550.00	\$550.00	
Funding				
Home Buyer Program	\$45,000	\$56,250	\$75,000	
Land Contract or Home Sold	\$425,000	\$850,000	\$2,125,000	
Post Home Buyer Training	\$3,750	\$7,500	\$18,750	
Financial Literacy	\$33,000	\$41,250	\$55,000	
Total Funding	\$506,750	\$955,000	\$2,273,750	
Direct Unit Costs				
	Year 1	Year 2	Year 3	
Home Buyer Program	\$262.50	\$262.50	\$262.50	
Land Contract or Home Sold	\$55,250.00	\$55,250.00	\$55,250.00	
Post Home Buyer Training	\$450.00	\$450.00	\$450.00	
Financial Literacy	\$192.50	\$192.50	\$192.50	
Direct Cost of Funding				
Home Buyer Program	\$15,750	\$19,688	\$26,250	
Land Contract or Home Sold	\$276,250	\$552,500	\$1,381,250	
Post Home Buyer Training	\$2,250	\$4,500	\$11,250	
Financial Literacy	\$11,550	\$14,438	\$19,250	
Subtotal Direct Cost of Funding	\$305,800	\$591,125	\$1,438,000	

Chart: Funding Monthly

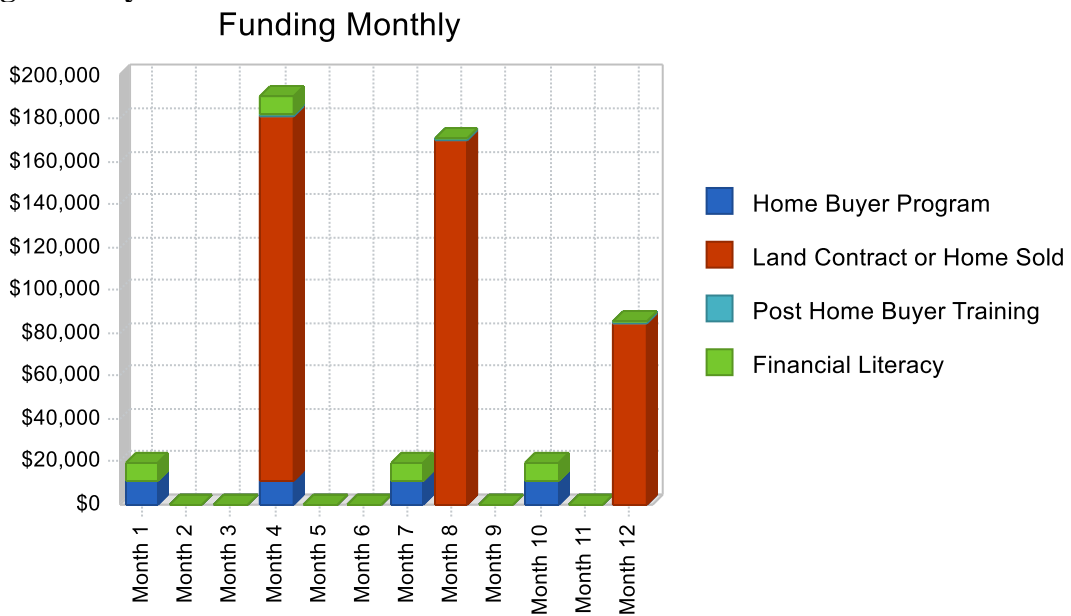


Chart: Funding by Year

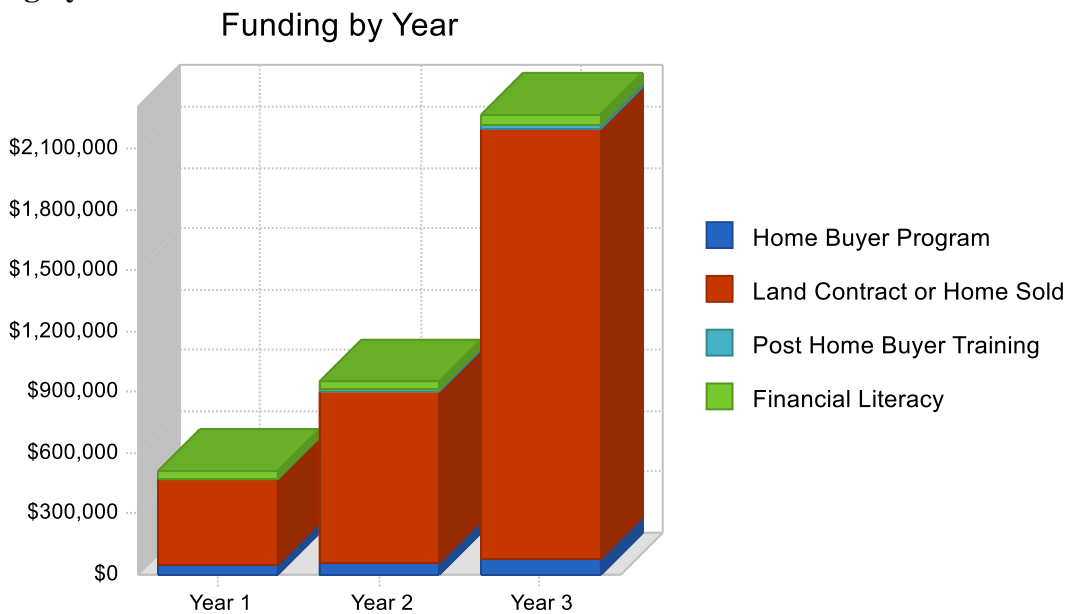


Table: Personnel

<i>Personnel Plan</i>			
	Year 1	Year 2	Year 3
Executive Director	\$45,000	\$60,000	\$65,000
Program Director	\$22,000	\$24,500	\$25,000
Total People	2	2	2
Total Payroll	\$67,000	\$84,500	\$90,000

Table: Start-up Funding

<i>Start-up Funding</i>	
Start-up Expenses to Fund	\$15,250
Start-up Assets to Fund	\$2,500
Total Funding Required	\$17,750
Assets	
Non-cash Assets from Start-up	\$0
Cash Requirements from Start-up	\$2,500
Additional Cash Raised	\$0
Cash Balance on Starting Date	\$2,500
Total Assets	\$2,500
Liabilities and Capital	
Liabilities	
Current Borrowing	\$0
Long-term Liabilities	\$0
Accounts Payable (Outstanding Bills)	\$0
Other Current Liabilities (interest-free)	\$0
Total Liabilities	\$0
Capital	
Planned Investment	
Board	\$2,500
Grant or Fundraiser	\$15,000
Additional Investment Requirement	\$250
Total Planned Investment	\$17,750
Loss at Start-up (Start-up Expenses)	(\$15,250)
Total Capital	\$2,500
Total Capital and Liabilities	\$2,500
Total Funding	\$17,750

Chart: Benchmarks

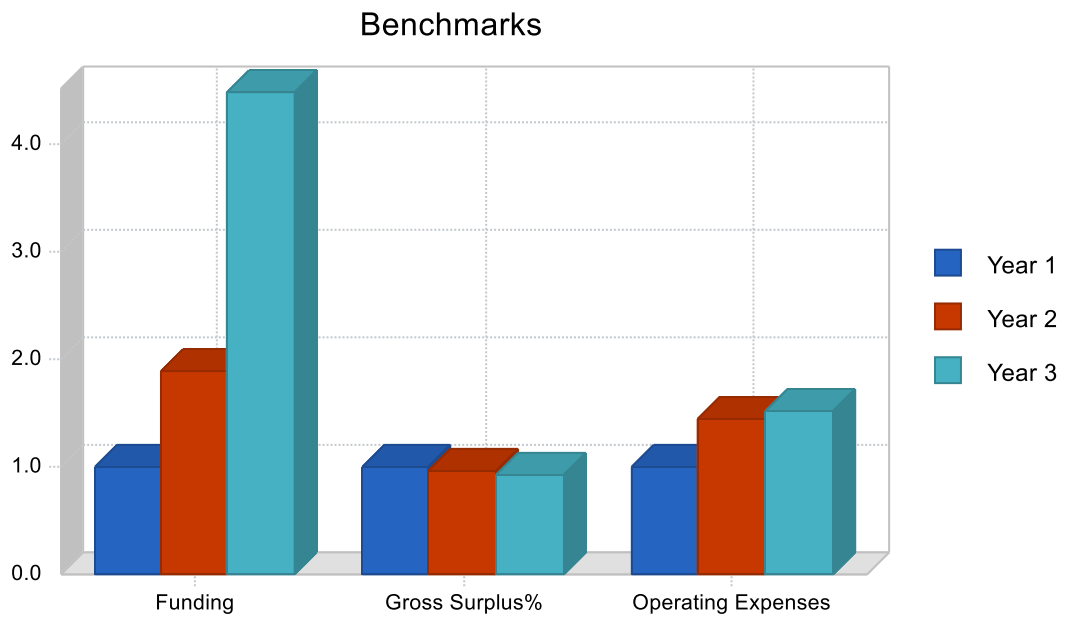


Table: Break-even Analysis

<i>Break-even Analysis</i>	
Monthly Units Break-even	7
Monthly Revenue Break-even	\$27,536
Assumptions:	
Average Per-Unit Revenue	\$3,898.08
Average Per-Unit Variable Cost	\$2,352.31
Estimated Monthly Fixed Cost	\$10,919

Chart: Break-even Analysis

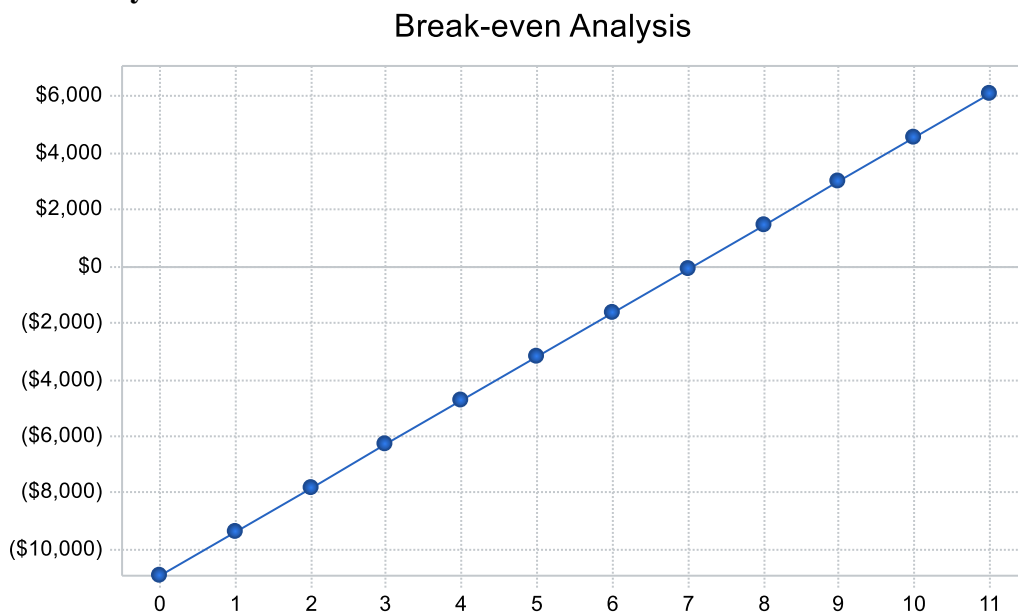


Table: Surplus and Deficit

<i>Surplus and Deficit</i>	Year 1	Year 2	Year 3
Funding	\$506,750	\$955,000	\$2,273,750
Direct Cost	\$305,800	\$591,125	\$1,438,000
Other Costs of Funding	\$0	\$0	\$0
Total Direct Cost	\$305,800	\$591,125	\$1,438,000
Gross Surplus	\$200,950	\$363,875	\$835,750
Gross Surplus %	39.65%	38.10%	36.76%
Expenses			
Payroll	\$67,000	\$84,500	\$90,000
Marketing/Promotion	\$9,000	\$9,500	\$10,000
Depreciation	\$0	\$0	\$0
Rent	\$6,000	\$6,000	\$6,000
Utilities	\$2,400	\$2,500	\$2,600
Insurance	\$1,800	\$1,900	\$2,000
Payroll Taxes	\$10,050	\$12,675	\$13,500
Payroll Services	\$2,400	\$2,500	\$2,600
Phone/Internet/Cable	\$2,400	\$2,500	\$2,600
Web Maintenance	\$600	\$650	\$700
CRM	\$480	\$490	\$500
QuickBooks	\$600	\$625	\$650
Bookkeeping, Financial Statements Review or Audit, Returns	\$8,500	\$9,000	\$9,500
Misc. & Supplies	\$1,800	\$1,900	\$2,000
IT Consulting	\$6,000	\$19,000	\$20,000
Program Administration	\$6,000	\$16,000	\$17,000
Project Management Consultant	\$6,000	\$19,000	\$20,000
Total Operating Expenses	\$131,030	\$188,740	\$199,650
Surplus Before Interest and Taxes	\$69,920	\$175,135	\$636,100
EBITDA	\$69,920	\$175,135	\$636,100
Interest Expense	\$0	\$0	\$0
Taxes Incurred	\$0	\$0	\$0
Net Surplus	\$69,920	\$175,135	\$636,100
Net Surplus/Funding	13.80%	18.34%	27.98%

Chart: Surplus Monthly

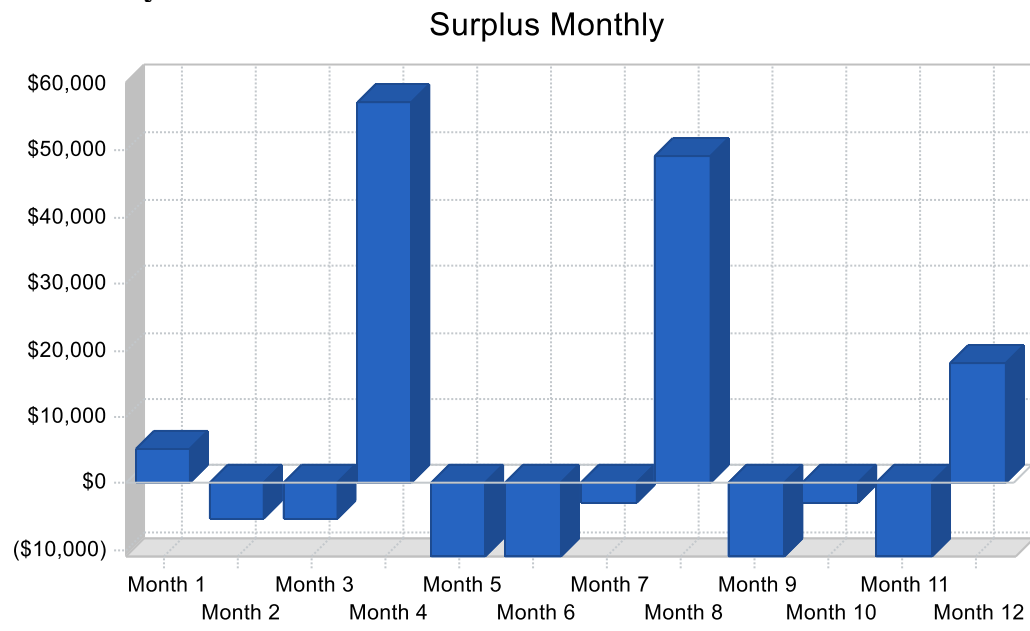


Chart: Surplus Yearly

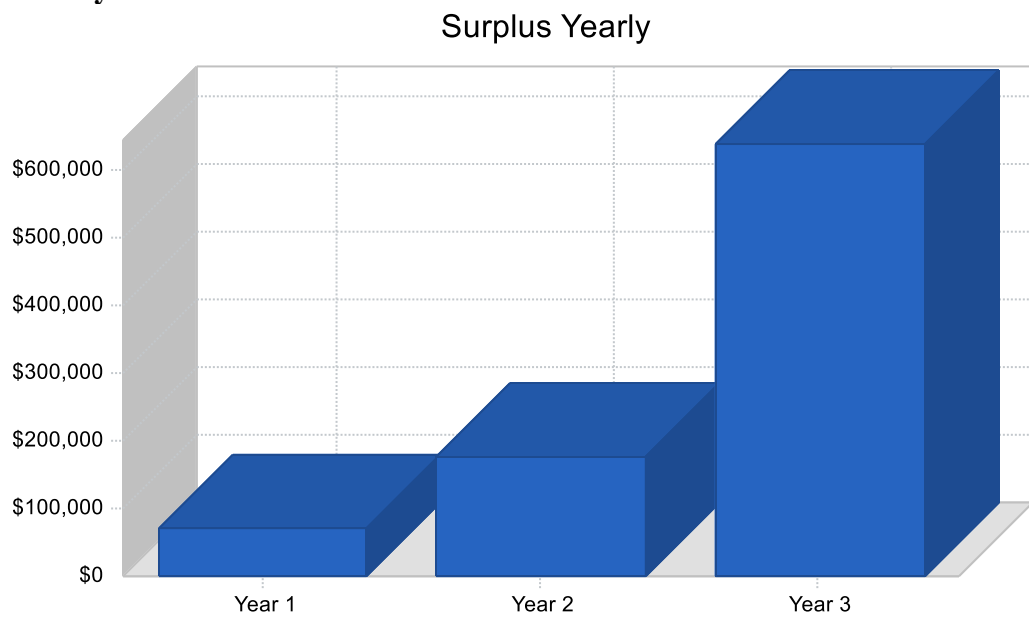


Chart: Gross Surplus Monthly

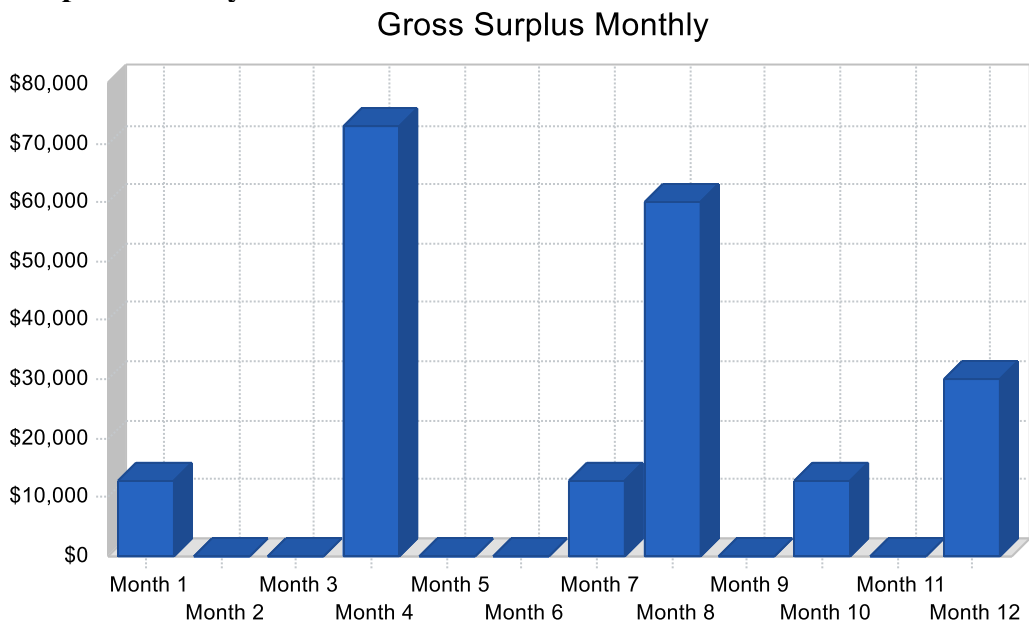


Chart: Gross Surplus Yearly

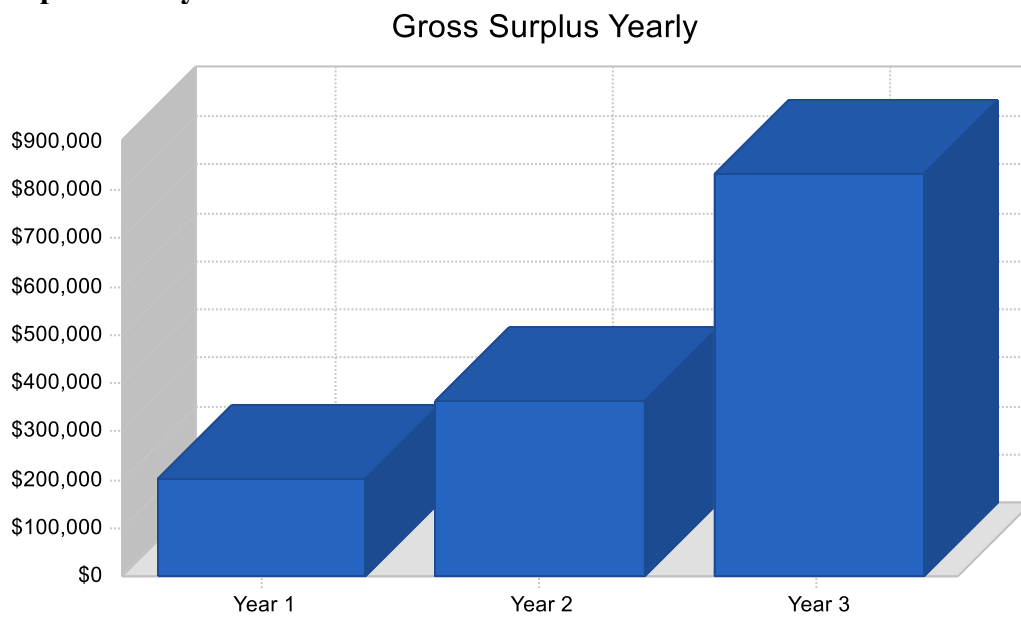


Chart: Cash

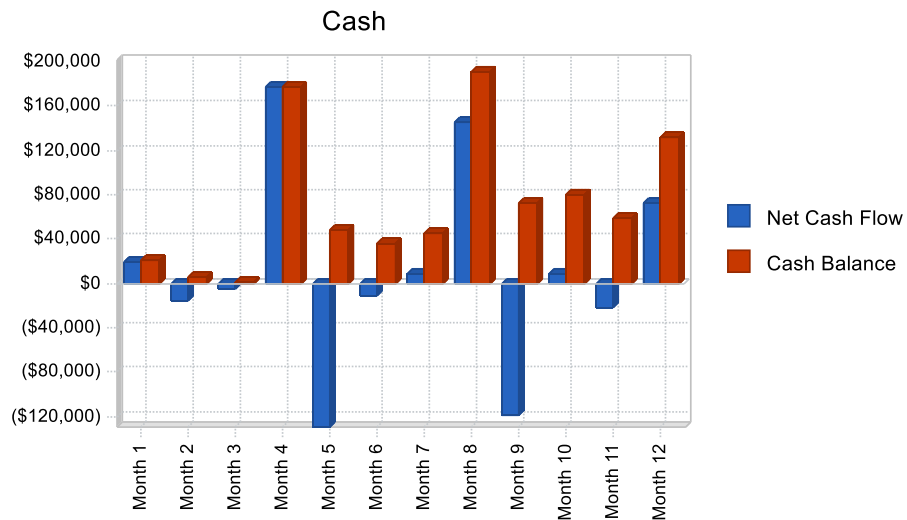


Table: Cash Flow

<i>Pro Forma Cash Flow</i>				
	Year 1	Year 2	Year 3	
Cash Received				
Cash from Operations				
Cash Funding	\$506,750	\$955,000	\$2,273,750	
Subtotal Cash from Operations	\$506,750	\$955,000	\$2,273,750	
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	\$506,750	\$955,000	\$2,273,750	
Expenditures	Year 1	Year 2	Year 3	
Expenditures from Operations				
Cash Spending	\$67,000	\$84,500	\$90,000	
Bill Payments	\$311,187	\$696,855	\$1,477,599	
Subtotal Spent on Operations	\$378,187	\$781,355	\$1,567,599	
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	\$378,187	\$781,355	\$1,567,599	
Net Cash Flow	\$128,563	\$173,645	\$706,151	
Cash Balance	\$131,063	\$304,708	\$1,010,859	

Table: Balance Sheet

<i>Pro Forma Balance Sheet</i>				
	Year 1	Year 2	Year 3	
Assets				
Current Assets				
Cash	\$131,063	\$304,708	\$1,010,859	
Other Current Assets	\$0	\$0	\$0	
Total Current Assets	\$131,063	\$304,708	\$1,010,859	
Long-term Assets				
Long-term Assets	\$0	\$0	\$0	
Accumulated Depreciation	\$0	\$0	\$0	
Total Long-term Assets	\$0	\$0	\$0	
Total Assets	\$131,063	\$304,708	\$1,010,859	
Liabilities and Capital				
Current Liabilities				
Accounts Payable	\$58,643	\$57,153	\$127,204	
Current Borrowing	\$0	\$0	\$0	
Other Current Liabilities	\$0	\$0	\$0	
Subtotal Current Liabilities	\$58,643	\$57,153	\$127,204	
Long-term Liabilities				
Long-term Liabilities	\$0	\$0	\$0	
Total Liabilities	\$58,643	\$57,153	\$127,204	
Paid-in Capital				
Accumulated Surplus/Deficit	\$17,750	\$17,750	\$17,750	
Surplus/Deficit	(\$15,250)	\$54,670	\$229,805	
Total Capital	\$69,920	\$175,135	\$636,100	
Total Liabilities and Capital	\$72,420	\$247,555	\$883,655	
Net Worth	\$72,420	\$247,555	\$883,655	

Table: Ratios

<i>Ratio Analysis</i>				
	Year 1	Year 2	Year 3	Industry Profile
Funding Growth	n.a.	88.46%	138.09%	8.97%
Percent of Total Assets				
Other Current Assets	0.00%	0.00%	0.00%	57.50%
Total Current Assets	100.00%	100.00%	100.00%	63.10%
Long-term Assets	0.00%	0.00%	0.00%	36.90%
Total Assets	100.00%	100.00%	100.00%	100.00%
Current Liabilities				
Current Liabilities	44.74%	18.76%	12.58%	37.76%
Long-term Liabilities	0.00%	0.00%	0.00%	54.66%
Total Liabilities	44.74%	18.76%	12.58%	92.42%
Net Worth	55.26%	81.24%	87.42%	7.58%
Percent of Funding				
Funding	100.00%	100.00%	100.00%	100.00%
Gross Surplus	39.65%	38.10%	36.76%	94.52%
Selling, General & Administrative Expenses	25.86%	19.76%	8.78%	48.13%
Advertising Expenses	1.78%	0.99%	0.44%	0.85%
Surplus Before Interest and Taxes	13.80%	18.34%	27.98%	9.68%
Main Ratios				
Current	2.23	5.33	7.95	1.05
Quick	2.23	5.33	7.95	1.02
Total Debt to Total Assets	44.74%	18.76%	12.58%	92.42%

Pre-tax Return on Net Worth	96.55%	70.75%	71.99%	1028.69%
Pre-tax Return on Assets	53.35%	57.48%	62.93%	77.94%
Additional Ratios	Year 1	Year 2	Year 3	
Net Surplus Margin	13.80%	18.34%	27.98%	n.a
Return on Equity	96.55%	70.75%	71.99%	n.a
Activity Ratios				
Accounts Payable Turnover	6.31	12.17	12.17	n.a
Payment Days	27	30	22	n.a
Total Asset Turnover	3.87	3.13	2.25	n.a
Debt Ratios				
Debt to Net Worth	0.81	0.23	0.14	n.a
Current Liab. to Liab.	1.00	1.00	1.00	n.a
Liquidity Ratios				
Net Working Capital	\$72,420	\$247,555	\$883,655	n.a
Interest Coverage	0.00	0.00	0.00	n.a
Additional Ratios				
Assets to Funding	0.26	0.32	0.44	n.a
Current Debt/Total Assets	45%	19%	13%	n.a
Acid Test	2.23	5.33	7.95	n.a
Funding/Net Worth	7.00	3.86	2.57	n.a
Dividend Payout	0.00	0.00	0.00	n.a

Table: Funding Forecast

<i>Funding Forecast</i>												
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Units												
Home Buyer Program	15	0	0	15	0	0	15	0	0	15	0	0
Land Contract or Home Sold	0	0	0	2	0	0	0	2	0	0	0	1
Post Home Buyer Training	0	0	0	2	0	0	0	2	0	0	0	1
Financial Literacy	15	0	0	15	0	0	15	0	0	15	0	0
Total Units	30	0	0	34	0	0	30	4	0	30	0	2
Unit Prices												
Home Buyer Program	\$750.00	\$750.00	\$750.00	\$750.00	\$750.00	\$750.00	\$750.00	\$750.00	\$750.00	\$750.00	\$750.00	\$750.00
Land Contract or Home Sold	\$85,000.00	\$85,000.00	\$85,000.00	\$85,000.00	\$85,000.00	\$85,000.00	\$85,000.00	\$85,000.00	\$85,000.00	\$85,000.00	\$85,000.00	\$85,000.00
Post Home Buyer Training	\$750.00	\$750.00	\$750.00	\$750.00	\$750.00	\$750.00	\$750.00	\$750.00	\$750.00	\$750.00	\$750.00	\$750.00
Financial Literacy	\$550.00	\$550.00	\$550.00	\$550.00	\$550.00	\$550.00	\$550.00	\$550.00	\$550.00	\$550.00	\$550.00	\$550.00
Funding												
Home Buyer Program	\$11,250	\$0	\$0	\$11,250	\$0	\$0	\$11,250	\$0	\$0	\$11,250	\$0	\$0
Land Contract or Home Sold	\$0	\$0	\$0	\$170,000	\$0	\$0	\$0	\$170,000	\$0	\$0	\$0	\$85,000
Post Home Buyer Training	\$0	\$0	\$0	\$1,500	\$0	\$0	\$0	\$1,500	\$0	\$0	\$0	\$750
Financial Literacy	\$8,250	\$0	\$0	\$8,250	\$0	\$0	\$8,250	\$0	\$0	\$8,250	\$0	\$0
Total Funding	\$19,500	\$0	\$0	\$191,000	\$0	\$0	\$19,500	\$171,500	\$0	\$19,500	\$0	\$85,750
Direct Unit Costs												
Home Buyer Program	35.00%	\$262.50	\$262.50	\$262.50	\$262.50	\$262.50	\$262.50	\$262.50	\$262.50	\$262.50	\$262.50	\$262.50
Land Contract or Home Sold	65.00%	\$55,250.00	\$55,250.00	\$55,250.00	\$55,250.00	\$55,250.00	\$55,250.00	\$55,250.00	\$55,250.00	\$55,250.00	\$55,250.00	\$55,250.00
Post Home Buyer Training	60.00%	\$450.00	\$450.00	\$450.00	\$450.00	\$450.00	\$450.00	\$450.00	\$450.00	\$450.00	\$450.00	\$450.00
Financial Literacy	35.00%	\$192.50	\$192.50	\$192.50	\$192.50	\$192.50	\$192.50	\$192.50	\$192.50	\$192.50	\$192.50	\$192.50
Direct Cost of Funding												
Home Buyer Program	\$3,938	\$0	\$0	\$3,938	\$0	\$0	\$3,938	\$0	\$0	\$3,938	\$0	\$0
Land Contract or Home Sold	\$0	\$0	\$0	\$110,500	\$0	\$0	\$0	\$110,500	\$0	\$0	\$0	\$55,250
Post Home Buyer Training	\$0	\$0	\$0	\$900	\$0	\$0	\$0	\$900	\$0	\$0	\$0	\$450
Financial Literacy	\$2,888	\$0	\$0	\$2,888	\$0	\$0	\$2,888	\$0	\$0	\$2,888	\$0	\$0
Subtotal Direct Cost of Funding	\$6,825	\$0	\$0	\$118,225	\$0	\$0	\$6,825	\$111,400	\$0	\$6,825	\$0	\$55,700

Table: Personnel

<i>Personnel Plan</i>	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Executive Director	\$0	\$0	\$0	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Program Director	\$0	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
Total People	2	2	2	2	2	2	2	2	2	2	2	2
Total Payroll	\$0	\$2,000	\$2,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000

Table: Surplus and Deficit

<i>Surplus and Deficit</i>		Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Funding		\$19,500	\$0	\$0	\$191,000	\$0	\$0	\$19,500	\$171,500	\$0	\$19,500	\$0	\$85,750
Direct Cost		\$6,825	\$0	\$0	\$118,225	\$0	\$0	\$6,825	\$111,400	\$0	\$6,825	\$0	\$55,700
Other Costs of Funding		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Direct Cost		\$6,825	\$0	\$0	\$118,225	\$0	\$0	\$6,825	\$111,400	\$0	\$6,825	\$0	\$55,700
Gross Surplus		\$12,675	\$0	\$0	\$72,775	\$0	\$0	\$12,675	\$60,100	\$0	\$12,675	\$0	\$30,050
Gross Surplus %		65.00%	0.00%	0.00%	38.10%	0.00%	0.00%	65.00%	35.04%	0.00%	65.00%	0.00%	35.04%
Expenses													
Payroll		\$0	\$2,000	\$2,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000
Marketing/Promotion		\$750	\$750	\$750	\$750	\$750	\$750	\$750	\$750	\$750	\$750	\$750	\$750
Depreciation		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Rent		\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500
Utilities		\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200
Insurance		\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150
Payroll Taxes	15%	\$0	\$300	\$300	\$1,050	\$1,050	\$1,050	\$1,050	\$1,050	\$1,050	\$1,050	\$1,050	\$1,050
Payroll Services	15%	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200
Phone/Internet/Cable	15%	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200
Web Maintenance	15%	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50
CRM	15%	\$40	\$40	\$40	\$40	\$40	\$40	\$40	\$40	\$40	\$40	\$40	\$40
QuickBooks	15%	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50
Bookkeeping, Financial Statements Review or Audit, Returns	15%	\$625	\$625	\$625	\$625	\$625	\$625	\$625	\$625	\$625	\$625	\$625	\$1,625
Misc. & Supplies	15%	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150
IT Consulting	15%	\$1,500	\$0	\$0	\$1,500	\$0	\$0	\$1,500	\$0	\$0	\$1,500	\$0	\$0
Program Administration	15%	\$1,500	\$0	\$0	\$1,500	\$0	\$0	\$1,500	\$0	\$0	\$1,500	\$0	\$0
Project Management Consultant		\$1,500	\$0	\$0	\$1,500	\$0	\$0	\$1,500	\$0	\$0	\$1,500	\$0	\$0
Total Operating Expenses		\$7,415	\$5,215	\$5,215	\$15,465	\$10,965	\$10,965	\$15,465	\$10,965	\$10,965	\$15,465	\$10,965	\$11,965
Surplus Before Interest and Taxes		\$5,260	(\$5,215)	(\$5,215)	\$57,310	(\$10,965)	(\$10,965)	(\$2,790)	\$49,135	(\$10,965)	(\$2,790)	(\$10,965)	\$18,085
EBITDA		\$5,260	(\$5,215)	(\$5,215)	\$57,310	(\$10,965)	(\$10,965)	(\$2,790)	\$49,135	(\$10,965)	(\$2,790)	(\$10,965)	\$18,085
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		\$5,260	(\$5,215)	(\$5,215)	\$57,310	(\$10,965)	(\$10,965)	(\$2,790)	\$49,135	(\$10,965)	(\$2,790)	(\$10,965)	\$18,085
Net Surplus/Funding		26.97%	0.00%	0.00%	30.01%	0.00%	0.00%	-14.31%	28.65%	0.00%	-14.31%	0.00%	21.09%

Table: Cash Flow

<i>Pro Forma Cash Flow</i>												
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Cash Received												
Cash from Operations												
Cash Funding	\$19,500	\$0	\$0	\$191,000	\$0	\$0	\$19,500	\$171,500	\$0	\$19,500	\$0	\$85,750
Subtotal Cash from Operations	\$19,500	\$0	\$0	\$191,000	\$0	\$0	\$19,500	\$171,500	\$0	\$19,500	\$0	\$85,750
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	\$19,500	\$0	\$0	\$191,000	\$0	\$0	\$19,500	\$171,500	\$0	\$19,500	\$0	\$85,750
Expenditures												
Expenditures from Operations												
Cash Spending	\$0	\$2,000	\$2,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000
Bill Payments	\$475	\$13,873	\$3,215	\$7,331	\$122,599	\$3,965	\$4,343	\$18,626	\$111,652	\$4,343	\$14,913	\$5,855
Subtotal Spent on Operations	\$475	\$15,873	\$5,215	\$14,331	\$129,599	\$10,965	\$11,343	\$25,626	\$118,652	\$11,343	\$21,913	\$12,855
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	\$475	\$15,873	\$5,215	\$14,331	\$129,599	\$10,965	\$11,343	\$25,626	\$118,652	\$11,343	\$21,913	\$12,855
Net Cash Flow	\$19,025	(\$15,873)	(\$5,215)	\$176,669	(\$129,599)	(\$10,965)	\$8,158	\$145,874	(\$118,652)	\$8,158	(\$21,913)	\$72,895
Cash Balance	\$21,525	\$5,653	\$438	\$177,107	\$47,508	\$36,543	\$44,700	\$190,574	\$71,923	\$80,080	\$58,168	\$131,063

Table: Balance Sheet

<i>Pro Forma Balance Sheet</i>													
	Starting Balances	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Assets													
Current Assets													
Cash	\$2,500	\$21,525	\$5,653	\$438	\$177,107	\$47,508	\$36,543	\$44,700	\$190,574	\$71,923	\$80,080	\$58,168	\$131,063
Other Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Current Assets	\$2,500	\$21,525	\$5,653	\$438	\$177,107	\$47,508	\$36,543	\$44,700	\$190,574	\$71,923	\$80,080	\$58,168	\$131,063
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	\$2,500	\$21,525	\$5,653	\$438	\$177,107	\$47,508	\$36,543	\$44,700	\$190,574	\$71,923	\$80,080	\$58,168	\$131,063
Liabilities and Capital		Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Current Liabilities													
Accounts Payable	\$0	\$13,765	\$3,108	\$3,108	\$122,467	\$3,833	\$3,833	\$14,780	\$111,519	\$3,833	\$14,780	\$3,833	\$58,643
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	\$13,765	\$3,108	\$3,108	\$122,467	\$3,833	\$3,833	\$14,780	\$111,519	\$3,833	\$14,780	\$3,833	\$58,643
Long-term Liabilities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Liabilities	\$0	\$13,765	\$3,108	\$3,108	\$122,467	\$3,833	\$3,833	\$14,780	\$111,519	\$3,833	\$14,780	\$3,833	\$58,643
Paid-in Capital	\$17,750	\$17,750	\$17,750	\$17,750	\$17,750	\$17,750	\$17,750	\$17,750	\$17,750	\$17,750	\$17,750	\$17,750	\$17,750
Accumulated Surplus/Deficit	(\$15,250)	(\$15,250)	(\$15,250)	(\$15,250)	(\$15,250)	(\$15,250)	(\$15,250)	(\$15,250)	(\$15,250)	(\$15,250)	(\$15,250)	(\$15,250)	(\$15,250)
Surplus/Deficit	\$0	\$5,260	\$45	(\$5,170)	\$52,140	\$41,175	\$30,210	\$27,420	\$76,555	\$65,590	\$62,800	\$51,835	\$69,920
Total Capital	\$2,500	\$7,760	\$2,545	(\$2,670)	\$54,640	\$43,675	\$32,710	\$29,920	\$79,055	\$68,090	\$65,300	\$54,335	\$72,420
Total Liabilities and Capital	\$2,500	\$21,525	\$5,653	\$438	\$177,107	\$47,508	\$36,543	\$44,700	\$190,574	\$71,923	\$80,080	\$58,168	\$131,063
Net Worth	\$2,500	\$7,760	\$2,545	(\$2,670)	\$54,640	\$43,675	\$32,710	\$29,920	\$79,055	\$68,090	\$65,300	\$54,335	\$72,420

4. Letters of Support