

AGENDA



GR Forward GOAL 4 ALLIANCE

Members:

Ace Marasigan • Alex Caceres • Ana Jose • Attah Obande • Brandy McCallum • Brianna Vasquez de Pereira • Caylie Peet • Farida Islam • Jason McClearn • Jorge Gonzalez • Jono Klooster • Kareem Scales • Kristian Grant • Mark Breon • Omar Cuevas • Scott Stenstrom • Tim Mroz

November 19, 2019

1:00p – 2:00p

29 Pearl Street, NW Suite #1

1. Call to Order
2. Approval of October 15, 2019 Meeting Minutes*
3. DID Streetspace Assessment – Melvin Eledge, DGRI Operations Manager
4. Retail Grant Proposals
 - Art Caribbean Fusion Cuisine
 - GR Noir
 - Oh, Hello Co
 - The Meat Up Gastropub
5. Other Business
6. Public Comment
7. Next Meeting – December 17, 2019
8. Adjournment

***Denotes Action Item**



Goal 4 Alliance

October 15, 2019

1. Call to order: Omar Cuevas called the meeting to order at 3:05 pm.

Members Present: Attah Obande, Alex Caceres, Omar Cuevas, Ana Jose, Brianna Vasquez de Pereira, Caylie Peet, and Tim Mroz

Members Absent: Ace Marasigan, Brandy McCallum, Jason McClearen, Kareem Scales, Scott Stenstrom, Mark Breon, Kristian Grant, Jorge Gonzalez, Farida Islam, and Jonathan Klooster

Others Present: Alysha Lach White (Little Space Studio), Eunice Lopez (Choice One), Haley Stichman (The Dwelling Place) and Kyama Kitavi, Melvin Eledge, Kim Van Driel and Amanda Sloan (DGRI Staff)

2. Approval of Minutes

Mr. Obande, supported by Mr. Caceres, motioned to approve September 17, 2019 Meeting Minutes. None opposed. Motion approved.

Business Corridor Banners

Mr. Eledge presented a proposed banner project that he believes will provide a model to replicate in other business districts for a more cohesive design throughout our downtown. He stated, currently in the Monroe North area we have poorly designed banners with insufficient hardware that continuously need replaced. This project will provide better designed banners with new robust hardware using a previously established model (WestSide Banner Project). These banners will have a replacement warranty of 12 years for the hardware and 7 years for the banners. The Monroe North Business Association (MNBA) will be selling these banners to local businesses as a cost share program (with the MNBA logo on one side of the banner and the local business' logo on the other). The total cost for 89 banners, hardware, installation and permits is \$24,516.90. Mr. Eledge stated in the FY20 budgets, Goal 2 has \$10,000 allocated for this line item and Goal 5 has \$5,000 allocated. There should also be an offset by revenue generated from banner sponsorship, but additional dollars will need to be approved by both the DDA and MNTIFA Boards to obtain full funding.

Mr. Cuevas asked if these banners could be changed out each year and commented these may have a limited shelf life. Mr. Eledge stated they could potentially be switched out annually, at the cost of \$300 for the business sponsorship. Ms. Jose asked how many businesses will be allowed to participate. Mr. Eledge stated that will ultimately be decided by the business association, but the goal is to locate each banner closest to the sponsoring business. Mr. Caceres supported this opportunity and asked how much revenue has been generated by Stockbridge. Ms. Peet stated somewhere in the thousands and the businesses in Stockbridge have all noticed a positive impact. Mr. Kitavi added the goal of this cost share is to build generated funds for the business association and they maintain this program internally. He stated businesses along Monroe Center would like to implement a similar program as they continue moving forward with choosing leadership and building priorities as a business association.

3. Monroe North Activation

Mr. Kitavi stated Goal 5 has been thinking through an opportunity to build temporary or pop-up retail infrastructure throughout downtown and specifically at 555 Monroe (formerly Movies on Monroe lot). Ms. Van Driel introduced herself as the Director of Public Space Management at DGRI and stated Goal 5, in the process of budgeting for FY20, expressed interest in activating public space with small incubation programs. An incubator program provides economic growth at the same time as allowing small entrepreneurs the opportunity to “test the waters” of downtown. Ms. Van Driel stated 555 Monroe North will become a park in a few years’ time, but in the meantime will be utilized as a pop-up skateboarding park. Collaboration with area businesses could provide rock climbing as well as other food and retail opportunities on that site also allowing us to play around with pop-up shops. Ms. Van Driel presented examples of modified shipping containers and trailers used for food and/or retail sales. The shipping containers are movable and handicapped accessible, though the trailers are much more mobile, cheaper, and could potentially be built by our team. Locations discussed as potential areas to host this incubation include: PEW (renovated Laker Line by Grand Valley), Van Andel Alley, Rosa Parks Circle, Blue Bridge, North Monroe Park, Sheldon Street (Rainbow Road), 6th St Park, and Canal Park among others.

Mr. Kitavi stated as we discuss funding this project, we should consider how this incubation program will be managed. He suggested we cover the cost to manufacture and build out this mobile unit and collaborate with ESOs (perhaps create an RFP) for recruiting businesses to participate and manage the program. Ms. Jose loves the idea and asked what the cost would be to the business owners. Ms. Van Driel stated we would charge a reasonable rent for the space. We still need to determine what that is and if we look at daily, weekly, or monthly options. Mr. Cuevas suggested starting with one unit to see how it goes and build a model. Mr. Mroz indicated his support. Mr. Obande stated he would like to develop checks and balances to ensure equity for businesses renting this space. Mr. Cuevas suggested involving the business associations. Ms. Jose stated whatever process is put in place should be inclusive to all race and ethnicities in our community. Ms. Van Driel stated there will be a learning curve, but we want to make this easy for businesses to plug in and play. Mr. Cuevas stated data collection will be important for tracking sales and other indicators of success for downtown retail attraction. Ms. Van Driel agreed.

4. Downtown Open House Event Discussion

Mr. Kitavi stated many businesses downtown are not yet aware of the different support opportunities available. He suggested hosting a mixer or open house for business and property owners downtown to learn about the opportunities that DGRI has to offer (Retail Innovation Grant, Activate This Place, or Downtown Enhancement Grant). He suggested inviting other entrepreneurial support organizations (ESOs) to participate and share the business opportunities that they may also have available. Mr. Cuevas agreed downtown businesses may not know all the resources available to them and property owners are typically unaware of services that make it easier to attract businesses downtown. Mr. Obande asked if there are enough people looking specifically for this solution that it warrants everyone's time. Mr. Cuevas stated businesses found benefit in an informational session on Project 1. Mr. Obande asked how we would capture businesses interested in potentially coming downtown. Mr. Kitavi agreed it is a question of who exactly we are targeting and providing a value proposition to attend. Ms. Peet and Ms. Vasquez agreed we need to do a needs assessment and identify the target audience for this event.

5. ESO Updates

Ms. Jose stated Building Bridges Professional Services is hosting a summit at GVSU this Friday. Mr. Cuevas stated the GR Chamber will be hosting a Diversity, Equity Inclusion Summit on Nov 1st; also, please join us to celebrate local businesses on October 30th at the EPIC Business Awards Gala.

6. Member Discussion:

Mr. Kitavi stated Monroe Center businesses are meeting regularly on the 2nd Tuesday of each month as they continue moving forward with getting a business association established. Also, Neighborhood Business Awards will be held at 5 pm on November 7th at the Wealthy Street Theatre.

7. Next Meeting- November 19, 2019

8. Public Comment:

None.

9. Adjournment:

Jorge Gonzalez adjourned the meeting at 4:00 pm.

Minutes taken by:
Amanda Sloan
Administrative Assistant
Downtown Grand Rapids Inc.

Art Caribbean Fusion Cuisine

57 NW, Monroe Center St

Art Caribbean Fusion Cuisine is a locally owned restaurant providing our community with authentic and homestyle Caribbean food projecting to open January 1, 2020. Art will be located at 57 Monroe Center Grand Rapids. Will be the first authentic Caribbean restaurant in downtown Grand Rapids bringing food and cultural diversity. Our meals will be made with fresh and locally sourced ingredients. Our mission is to ensure that every guest receives prompt and professional service. We believe in delicious and flavorful meals.

Gilma and Edward are the owners of Art Caribbean Fusion Cuisine. Gilma has more than 10 years of food and restaurant experience. Gilma was raised in the Dominican Republic where she first started working in the family restaurant and started building her Caribbean food experienced. Gilma graduated from culinary school in 2017 from the Secchia Institute where she strengthened her restaurant management knowledge. Edward has more than 20 years of management and customer service experience. Edward helped his sister Chef Dayanny DeLaCruz run a Dominican food restaurant in 2007.

Both Gilma and Edward immigrated from the Dominican Republic and have overcome significant challenges and barriers. Today, they have been successfully operating El Caribe food truck for a little over a year. This is a result of extremely hard work and dedication to moving ahead in life. As a result of the success of the food truck and client's inquiries, we decided to open our restaurant. El Caribe Food Truck will continue to operate, and both will promote each other.

Gilma participated of 100 ideas with Start Garden during its first and second years. Gilma has received business coaching from different local organizations as GROW, Dante Villareal from Grand Rapids Area Chamber of Commerce, Attah Obande from Spring GR, Chef Schults and Chef Genddler from Secchia Institute. These coaches have helped Gilma with business planning and management.

Gilma DeLaCruz -General manager has the following certifications

- Servsafe Management
- Allergen Servsafe
- Alcohol Servsafe

Art Caribbean Fusion Cuisine is a family business. Edward and Gilma will operate the restaurant with support from staff and family. The restaurant will offer employment opportunity to 1-2 staff per shift and a supervisor. We will have 2 line cooks, 1 supervisor or general manager per shift. We are looking to offer employment to culinary students who want to expand their skills. We are developing standardized recipes and operating procedures so that we can train our staff and create a culture.

Art Caribbean Fusion Cuisine is to become more than an awesome food experience. In our 1-5 years goal is to expand our event catering, allowing clients to have the complete Caribbean feast for their private events. We also have plans to add a beer and wine license to complement our dishes in the near future. El Caribe Food Truck will continue to work alongside the restaurant which has been a great promoter of our food.

Art Caribbean Fusion Cuisine will support local vendors through the purchase of our products. We will also seek local marketing, financial assistance and other needs that the restaurant might have. We will be using fresh ingredients for most of our menu items. Some of our local vendors will be:

- Nacional Supermarkets
- Top Distribution
- Bodega San Marcos
- Gordon Food

57 NW, Monroe Center St, is owned by Rockford Construction. We are renting from them 2,275sqf. For the last 4 years this space was utilized by the owners of Grand Central Market and Deli. This building also has apartments units on top of the Grand Central Market. Parking is provided for free for our clients off Monroe center and Ionia. This location comes with a list of equipment, listed below with a value of \$42,000, which Rockford Construction has included in our lease amount. The owners of Grand Central Market will continue to operate the deli side, which can also help bring more clients.

Space equipment

- Hood System mand fire protection
- 2 deep fryers
- 1 commercial induction top
- 1 long range
- 1 steam table
- 2 prep tables
- 1 commercial toaster
- 2 refrigerated sandwich drop tops
- 10 dining tables
- 40 chairs
- 10 stools
- Napkin dispensers

Customers will include the community of shoppers, working professionals, government offices, attorneys' offices and college students in the downtown area. We project 22-60 years old will make up to 75% of our revenue. Based on market research

our restaurant is projected to see between 60-100 guests per day. With our catering menu we will also be targeting organizations for their special events and meetings.

Art will be using social media as a marketing tool. We will also be advertising our business through the different business associations and chambers of commerce. We will be using local companies to do our marketing and printing. We want to have our logo in our serving containers so that our clients are our walking marketing. The pricing of our products will be in the range of other restaurants in the area.

Art Caribbean Cuisine will operate 7 days a week, with breakfast, lunch and dinner hours. Our customers will have access to our website and business phone to order ahead if desired. Art will meet and exceed all of Grand Rapids City requirements. It will be the responsibility of the GM or shift supervisor to make sure all staff are properly trained in food sanitation and that all rules are met. Also all employees will follow food protocols and ethics. Every staff will be responsible to make sure our customers are welcome to a family and Caribbean environment.

Art Caribbean Fusion Cuisine projects to reach around \$324,000 to \$504,000 in annual sales. This projection is based on market research and information provided by other businesses with similar concepts. We have talked to the owners of Rincon Criollo owned by a family member and they also shared financial forecasts. To accomplish this, we are forecasting 60 to 100 customers per day with an average sale of \$15 per customer. With a conservative forecast of \$27,000 to \$42,000 a month and about \$12,000 a month in estimated expenses per month, we are looking at about \$15,000 to \$30,000 profit per month.

While we will primarily using our have savings to invest into our new business, however by obtaining this grant will be a huge help so that we can use it as our working capital for the first months of operation.

Start Up Costs

Health Department Licensing	\$675
City Licensing	\$300
Fire Department License	\$100
Smallware	\$600
Marketing	\$500
Initial Food Inventory	\$1500

Liability Insurance	\$550
Register /POS	\$800
Total	\$5,025

Art Caribbean Fusion Cuisine strongly feels that it has is bringing a unique concept that will add to the vibrancy and diversity to the core of Downtown Grand Rapids. Our experience with our food truck has shown us that there is an appetite for more unique and authentic cultural foods on a regular basis. Additionally, the experience has honed our business acumen to fully understand what it will take to be a success Downtown.

With this Art Caribbean Fusion Cuisine is requesting up to \$36,000 in support from the DDA's Retail Innovation and Incubation Grant Program to help ease our transition. This totals 50% of the rent for 18 months with the rent at \$4,000 per month.

Downtown Grand Rapids, Inc
Response to:
Retail Business Attraction In Downtown Grand Rapids RFP

GR*Noir*
Wine & Jazz Room

35 S. Division Ave.
Grand Rapids, MI 49588

Mailing Address:
P.O. Box 888342
Grand Rapids, MI 49588
info@grnoir.com

November 11, 2019

Nadia Brigham, owner
(616) 541-3611
Shatawn Brigham, owner
(616) 719-9644

I. Company Introduction

GRNoir Wine & Jazz Room will leverage two of the most powerful communal essences in the world: wine and jazz to bring forth a venue where meaningful connections take place. It will provide a response to a few different pain points for greater Grand Rapids. First, with the growing number of wine consumers, particularly women, there is a need for an alternative to the abundance of breweries in Beer City USA, Grand Rapids. Second, many have expressed a desire to attract and retain African American professionals. And when talking to Black professionals, one of their complaints is a lack of venues for them to network and relax in a warm environment after work. The City of Grand Rapids has strategized to increase the number of Black businesses in greater Grand Rapids and presence of Black people and other groups of color downtown. Last, Grand Rapids lacks a dedicated venue focused on and highlighting jazz as a cultural art form. **GRNoir** will provide a culturally relevant recreational option for the professional class who desire an inviting and warm space to unwind.

Critical to this response are the cultural and equity underpinnings to be actualized by **GRNoir**. **GRNoir** will be a communal venue whereby wine and/or jazz enthusiasts and novices alike might congregate, connect and network, sharing wine and jazz as catalysts for meaningful connections. The Grand Rapids community has a plethora of breweries and a growing number of distilleries, but only a handful of wine bars, each with its own niche. In addition, there is a significant community of jazz enthusiasts and novices alike that lack a venue that centralizes jazz as a component of why they exist. **GRNoir** exists to provide both in one venue.

In short, **GRNoir** exists to CULTIVATE interest and accessibility to wine and jazz; ELEVATE Grand Rapids' bar scene, wine, and venues owned by a woman and person of color; and CELEBRATE

The owners have a background in advancing equitable solutions for organizations, companies and leaders. **GRNoir** Wine and Jazz continues that work as it represents an actualization of racial equity and healing on several fronts. For instance, **GRNoir** represents a breakthrough in the wine industry, in that so few wineries owned by people of color (less than 2%), and even fewer own wine bars in the United States. For Grand Rapids, **GRNoir** will be the only one of its kind in terms ownership. In addition, **GRNoir** will be an environment that will be celebratory, one that pays homage to jazz as a cultural asset created by enslaved Africans that totally revolutionized music globally. Also, **GRNoir** will use every opportunity to advance equitable practices and policies to ensure that we are living out the principles we have promoted so powerfully over the course of our careers (i.e. equitable and living wage pay, working with diverse vendors, ensuring that vendors implement equitable practices, etc.), including leveraging our national and international networks we've grown over the courses of our careers.

We are intentionally designing the space to promote meaningful connections, having a variety of spaces for connections, including standup bars, communal tables, lounge areas, traditional tables, and a stage area for live jazz 2-3 times a week. Other intentional tactics to promote community include educational and powerful storytelling, particularly on the jazz side, to narrate biographical sketches of artists, history and culture. We are also intentional about partnering with community groups that have networking at their core, to host special events at **GRNoir**.

GRNoir Wine & Jazz will be located at 35 S. Division Ave, at the corner of Weston and Division, a redevelopment area that stands to be part of the existing entertainment district of Downtown.

II. Marketing and Sales

Wine

Nationally, there is tremendous growth in the wine bars industry, with anticipated growth to continue thru 2024. There is a growing taste for premium wine varieties amongst all, especially women and people of color. The Wine Market Council and Nielsen are showing that women are buying and drinking wine more often than men (2018), and in less formal settings.

While the wine industry has begun to respond favorably to women and their wine consumption, until recently, the industry has largely ignored the populations of color, leaving \$1.2 trillion on the table, unleveraged. But Cheryl Grace, Senior Vice President of U.S. Strategic Community Alliances and Consumer Engagement, states, “Our research shows that Black consumer choices, in particular for instance, have a ‘cool factor’ that has created a halo effect, influencing not just consumers of color but the mainstream as well” (Nielsen, 2018). This realization has resulted in several Black-labeled wines, and a growing number of Black people interested in owning wineries and/or making wines of their own.

Jazz

In Grand Rapids, one can listen to jazz every night of the week, albeit in a different location and in locations that don’t centralize jazz as a critical and dedicated core component of their business. There are great jazz sets offered in places like SpeakeEZ, Noto’s Old World Italian, Old Goat, Amway Hotel, JW Marriott, Creston Brewery, The Republic/Rockwell, One Trick Pony, New Holland, Knickerbocker, etc. **GRNoir** stands to be the first of its kind to dedicate its existence to jazz (and wine), where one can experience live music 2-3 times a week, or more during certain times (i.e. ArtPrize, Jazz Appreciation Month, etc.) of the year.

The West Michigan Jazz Society marked its 19th jazz concert series this year in the greater Grand Rapids area, but the society itself draws membership from Michigan’s west coast. The jazz community in Grand Rapids is a solid one, but in many ways is pretty nascent. For instance, the GRandJazz Fest celebrated only 8 years.

III. Customers

GRNoir’s ideal customer profile is a professional woman between the ages of 32-45, particularly on the wine side. The availability of jazz, we believe, will attract a slightly more male and older customer. Because wine and jazz are so communal, we fully expect to attract patrons of all backgrounds from the greater Grand Rapids area, the western shoreline, and over time from the greater Midwestern region and broader. Due to the amount of activity happening Downtown, we fully intend that our customers will also include those traveling through Grand Rapids on business.

GRNoir launched its social media page on Facebook and Instagram and within 3 days, our video had reached over 6000 people. In the two weeks since the launch, it has reached over 9000 people. Those who are responding represent tremendous racial and ethnic, age, and gender diversity, and represent local, statewide, and national interest.

GRNoir will offer over 40 wines on tap thru a high-end wine dispensary and refrigeration system (for maximum shelf-life and accuracy of the pour), and will be sold by the ounce, glass, flights, and bottle. Over 100 wines will also be available for retail. For enthusiasts and novices, a wine club is being established, offering different options to join. **GRNoir** will not have a full kitchen, instead offering a warming kitchen, offering small plate and charcuterie boards, much of which will be contracted with local vendors.

IV. Strategic Partners & Technical Assistance

The owners of **GRNoir** have an incredible network of trusted advisors that are assisting in realizing the vision of the wine and jazz room. As \$20,000 winners of Start Garden's 100 Ideas, access to the full cadre of supports from the Start Garden team was made available to ensure the strength of the business plan and projections. Initially, the Small Business Development Center provided support for the business plan and projections. Plachta, Murphy & Associates were retained, to set up legal structures, provide lease negotiations, and Bert Irwin, who successfully owned and operated Great Lakes Shipping Company for over 40 years provided counsel for operations of a bar/restaurant. DeBoer, Goodyke, Kahler, & Tuttle, PC is retained to set up sound accounting structures and operations. Northern Initiatives provided capital for the project and offers a cadre of operations support. The Image Shoppe that is charged with rounding out the branding and marketing plans for the wine and jazz bar. **GRNoir** is currently settling contracts with Lott3Metz, Preferred Construction Group, and Tiffany Eden Designs on the build-out and design of the space. And there are a host of others locally and nationally that we have consulted with on the specifics of the wine industry and jazz space, including Black-owned wineries in California, jazz artists in New Orleans, wine bar owners in New Orleans, North Carolina, and Chicago, to ensure we are living into the vision and values of **GRNoir**.

In addition to consultation with local restaurant owners, like Lewis Williams of 40 Acres, and George Walker III, the owners are slated to test for wine certification in mid-November.

V. Management and Operations

Management

GRNoir is owned by Nadia C. Brigham, MSW, MPA and Shatawn Brigham, MA. The owners have over 40 collective years of experience, including budget management, contract management, customer service, maintaining networks, project management, and event planning for major, mid-sized, and smaller projects and initiatives for grassroots, national, and international organizations. Nadia Brigham has managed a portfolio totaling over \$400 million, over the course her career at the W.K. Kellogg Foundation. She was responsible for establishing the Grand Rapids office, designing strategic intent, managing multi-million-dollar contracts, coordinating efforts with strategic partners, managing relationship, and ensuring fidelity of the plan and evaluative results. She currently holds a masters of social work, a master of public administration, and has completed course work for her PhD in Sociology, with a focus on race relations and power dynamics.

Shatawn Brigham has tremendous experience with community-based engagement of larger and smaller scale efforts, including expert individual engagement and customer service efforts; organizational engagement efforts to bridge communities and institutions; managing power differentials between parents and students and teachers and school administrators, and community-based learning at the grassroots level. Shatawn holds a bachelors of criminal justice, with a minor in sociology, and a master of education leadership.

The Brigbams also own and manage Brigham Consulting, a successful equity, inclusion and leadership development consulting firm, where they have national and local clients that represent well-established funder collaboratives, national philanthropic entities, social capital market firms, and grassroots leaders.

While the Brigbams have not been entrepreneurs in this space, the size and complexity of projects over the course of our careers, our acumen, and our local, national and international network has prepared us and set us up for optimal success. (*see resumes attached*)

Operations

GRNoir will hire a general manager, 4 wait/food prep staff 2-3 food prep. Nadia and Shatawn will be responsible to securing and maintaining contracts and relationships with distributors, food vendors, and live jazz acts. All staff will be trained on **GRNoir's** philosophy, mission, vision and values to ensure that equity rings true in everything we do and in the culture of the establishment. Training will include TIPS training; cultural competence; diversity, equity, and inclusion; an overview of wines; and the history of jazz, and all other training requirements by the State of Michigan.

The Brighams are beginning to scope out interested candidates for general manager.

VI. Timeline

⇒ May 2019	Won \$1000 Pitch for Start Garden 100 Ideas
⇒ Aug 2019	Won \$20,000 for Start Garden 100 Ideas Demo Day
⇒ Nov 2019	Finalized lease agreement
⇒ Nov 2019	Submit liquor license application to MLCC & City of GR
⇒ Nov 2019	Submit Special Land Use application
⇒ Nov 2019	Finalize contracts with architect, construction & designer
⇒ Nov 2019	Begin Brand Development plan
⇒ Dec 2019	Approve architectural designs
⇒ Dec 2019	Finalize acoustical plan & AV contract
⇒ Dec 2019	Begin scaffolded print and social media placements
⇒ Jan 2020	Secure jazz artists for quarters 1 & 2
⇒ Feb 2020	Promote jazz acts
⇒ Mar 2020	Soft launch
⇒ Apr 2020	Public launch

VII. Start-Up Costs

Sources of Capital

Owners' Investment & Friends & Family

Owners	\$75,000
Friends & Family	\$25,000
Total Owners' & Family & Friends	\$100,000

Public/Private Grants

Start Garden 100 Ideas	\$1,000
Start Garden 100 Ideas Finals	\$20,000
DGRI	\$19,800
Total Public/Private	\$40,800

CDFI

Northern Initiatives	\$426,000
Total Bank Loans	\$426,000

<u>Leasing Accommodations</u>	
Tenant Improvement Dollars	\$10,000
TOTAL INVESTMENTS	\$576,800

Startup Expenses

Buildings/Real Estate

Lease Deposit	\$2,333
Architecture & Design	\$26,000
Construction & Build Out	\$90,000
Total Buildings/Real Estate	\$118,333

Capital Equipment List

Furniture & Fixtures & Dishes & Instruments	\$56,519
Audio System & Instruments	\$19,000
Wine Dispensary System	\$65,000
Total Capital Equipment	\$140,519

Location and Admin Expenses

Rent & CAM	\$20,600
Utility deposits, incl waste mgmt	\$2,100
Accounting Fees	\$1,925
Legal Counsel	\$4,000
Biz, Liquor & Liability Insurance	\$7,000
Pre-opening salaries	\$4,398
Liquor & food licenses and permits	\$25,000
Total Location and Admin Expenses	\$65,023

Opening Inventory

Wine	\$31,275
Beer	\$9,000
Food Contracts	\$28,800
Merchandise	\$3,000
Total Inventory	\$72,075

Advertising and Promotional Expenses

Branding & Marketing	\$25,850
Signage	\$5,000
Entertainment	\$17,900
Total Advertising/Promotional Expenses	\$48,750

<u>Reserve for Contingencies</u>	\$32,100
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<u>Working Capital</u>	\$100,000
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TOTAL STARTUP EXPENSES	\$576,800
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VIII. APPENDICES

NADIA BRIGHAM, MSW & MPA | nadia@brighamconsulting.com | (616) 541-3611



- + **Trusted partner** at a national and international level in advancing equity, engagement, and leadership.
 - + **Strategic advisor** in systems transformation and analysis towards positive change
 - + **Project management expert** with experience organizing, coordinating, and managing multiple simultaneous projects.
 - + **Value-aligned leader** focusing on vision, mission, and details of implementation strategies.
-

Nadia Brigham is principal of Brigham Consulting with over 20 years of experience advancing diversity, equity and inclusion in philanthropy, particularly focused on racial equity and community engagement. She has a strong systems transformation focus as the end goal, with an understanding of the strategies and tactics necessary, at the ground-level, to make change. Her goal is to build organizational and individual leadership capacity to advance diversity, equity, and inclusion such that the humanity of all is acknowledged and celebrated, resulting in positive transformation for the organization and positive outcomes for clients.

REPRESENTATIVE WORK EXPERIENCE

Human Equity Consulting | Principal Consultant | 2019 - present
W.K. Kellogg Foundation | Racial Equity Squad Leader | 2017 - present
W.K. Kellogg Foundation | Program Officer | 2008 - 2017
W.K. Kellogg Foundation | Program Manager | 2006
Heart of West Michigan United Way | Senior Community Investment Associate | 2004 - 2006
Hope Network West Michigan | Supported Placement Manager | 2002 - 2004

EDUCATION

Doctoral Student of Sociology | Western Michigan University | 2022
Concentration in Race, Ethnic, and Power Inequalities
Master of Public Administration | Grand Valley State University | 2003
Master of Social Work | Grand Valley State University | 2002
Bachelor of Social Work | Grand Valley State University | 1999

SKILLS

- | | | |
|-----------------------------------|----------------------------------|---------------------------------------|
| + Budgeting | + Evaluation | + Meeting design |
| + Community-centered research | + Facilitation | + Organizational culture |
| + Curriculum development | + Grantmaking strategy | + Organizational development |
| + Team building | + Leadership development | + Program design |
| + Project management | + Public speaking, presentations | + Qualitative & quantitative analysis |
| + Racial equity & inclusion audit | + Research | + Strategic planning |



- + **Engagement expert** using culturally relevant practices with parents, students and school leaders
 - + **Community schools advisor** to principals and social workers in support of children and families
 - + **Project coordinator** with school leaders and multiple human service providers and nonprofits
 - + **Value-aligned leader** focusing on vision, mission, and details of implementation strategies for education, families, and districts
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Shatawn Brigham, co-founder of Brigham Consulting and Community Schools Coordinator with Kent School Services Network and Kentwood Public Schools, has over 20 years of experience advancing education equity, and promoting community and parent engagement strategies. He implements a solid equity framework in his engagement strategies, accounting for positionality and life circumstances of the students and families he serves. His goal is to strategically assist school leaders in building bridges between the mission of educational institutions and the situatedness of parents and students. Shatawn does this work with an equity core, while maintaining the dignity and respect of students and families, and ensuring that student outcomes remain central. His goal is to build educational leadership capacity to ensure access to education for all, particularly students of color, and low-income students.

REPRESENTATIVE WORK EXPERIENCE

Brigham Consulting | Co-owner Consultant | 2019 - present

Kent Schools Services Network | Community Schools Coordinator | 2016- present

Grand Rapids Public Schools – College and Career Coordinator | 2014-2016

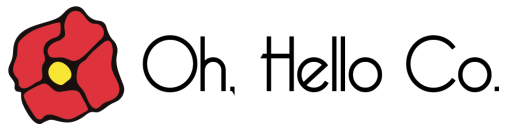
EDUCATION

Master of Arts-Educational Leadership | Cornerstone University | 2016

Bachelor of Criminal Justice, sociology minor | Grand Valley State University | 2009

SKILLS

- | | | |
|---------------------------------------|--------------------------|--------------------------|
| + Facilitation & Mediation | + Leadership development | + Organizational culture |
| + Program Development | + Presentations | + Strategic planning |
| + Team building & conflict resolution | + Research | + Leadership Coaching |



DOWNTOWN GRAND RAPIDS RETAIL LOCATION GRANT PROPOSAL

Oh, Hello Companies Contact Information

Oh, Hello Stationery & Oh, Hello Promo

Kayla and Alex Benda

Kayla@OhHelloPromo.com

Alex@OhHelloPromo.com

(810) 357-7124

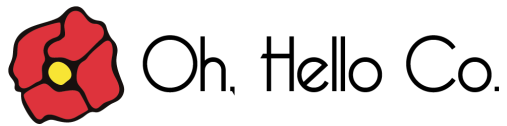


About Oh, Hello Co.

Married couple Kayla and Alex Benda started the 100% female owned Oh, Hello Co. in 2014. Originally a greeting card company, Oh, Hello Stationery quickly expanded into the planner and stationery world. Oh, Hello's designs and patterns are completely unique and designed exclusively for the brand. Years after starting Oh, Hello, the Bendas have created their own line of customizable traveler's notebook planners, as well as a vast collection of other personalizable home goods.

The Bendas have presented workshops at a number of different planner conferences across the United States and continue to share trade secrets on running a successful business. They truly believe in the saying "the tide raises all ships." The Bendas love to support fellow business owners and entrepreneurs in any way possible. Alex and Kayla Benda are active members of the Grand Rapids Chamber. Kayla is a member of the Ambassadors Council and Alex chairs a sales roundtable, is a member of the Chamber Golf Outing Committee and recently served as a delegate for the city of Grand Rapids. In 2018, Oh, Hello Co. was a finalist for the Small Business of the Year EPIC award. Oh, Hello Co. has an online social media presence of nearly 100,000 subscribers and followers across platforms.

When they aren't busy running Oh, Hello Stationery., Alex also runs [Oh, Hello Promo](#), a promotional products business, and works with clients like Comcast, The Grand Rapids Chamber of Commerce, the US Army, Perrin Brewing, and more. Kayla posts videos on her YouTube channel, [Oh, Hello Living](#), about planning, lifestyle, and organization and runs her blog [OhHelloLiving.com](#).



Oh, Hello Co. Goes Brick and Mortar

For the last five years, Oh, Hello Co. has worked exclusively online. We've kept our overhead costs low, perfected our business with a detailed operations manual and processes, and filled our ranks with passionate, community driven team members. This grant became a deciding factor in regards to our first location. We had a few great options in Eastown and East Grand Rapids, but wanted to support the continued growth of the downtown Grand Rapids community.

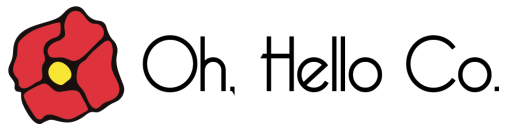
Our retail location at 40 Monroe Center is in a location that has seen a gift shop previously, but continues to need a location for downtown tourists and residents to find local items. There is also an apparent lack of experience-based retail locations in the area to cultivate creativity. We have already signed our lease and began work on developing the space, but would greatly benefit from this grant opportunity.

The location will not only have retail opportunities, but will also be the office for Oh, Hello Promo. The promo side of the Oh, Hello Co. family is deeply rooted in the Grand Rapids community and works with partners throughout the city.

Goals of the Oh, Hello Retail Location

- Engage the community with hands-on workshops and experiences
- One stop shop for Grand Rapids items made by local artists and sister cities
- Give back to young entrepreneurs through opportunities and programs to build a business and sell their products in a real retail environment
- Be a tourist destination for Grand Rapids based items and souvenirs
- Become a cornerstone in the community through active involvement in already established events
- Extend the amount of time visitors to downtown Grand Rapids stay in the area by providing retail in a busy restaurant and bar area
- All employees will be Certified Tourism Ambassadors for the city within the first year





Relevant Experience

Kayla Benda has a Bachelor's degree in Professional Communication with a focus on advertising and public relations. She minored in graphic design and photography. Prior to starting Oh, Hello Co., Kayla worked at the University of Michigan doing marketing for the School of Education and Human Services. Her product photography has been commissioned by brands like Maybelline and Urban Decay.

Alex Benda has a dual Bachelor's degree in Entrepreneurship and Business. Before Oh, Hello Co., Alex worked at a financial business that helped startups get funding. Alex is also a self-trained graphic designer who has completed design work for a new attraction at Disneyland.

Within Oh, Hello Co.'s first year of e-commerce, it operated as one of the top 5% of companies on the popular handmade website Etsy.com. The Oh, Hello Co. team is all Hubspot certified and uses EOS (Entrepreneurship Operating System) to implement goals and initiatives.

Alex and Kayla Benda and their team at Oh, Hello Co. know how to grow a successful business from the ground up with a limited budget and resources. They've done it twice in five years for Oh, Hello Stationery and Oh, Hello Promo respectively.

Our Affiliations

Grand Rapids Chamber of Commerce

- Chair of Sales Roundtable
- Ambassador Council Member

Wyoming Chamber of Commerce

Certified Tourism Ambassadors

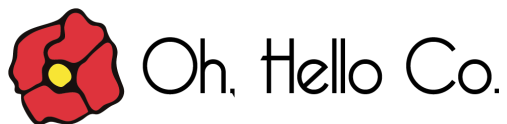
Speaker and Mentor for Junior Achievement

Overview of Timeline

- Thursday, December 12th - Soft open
- Friday, January 24th - Grand opening and chamber ribbon cutting
- Saturday, January 25th - Influencer event with workshops



Photo of Kayla & Alex at the new store



One Time Costs

Project	Cost	Funding	Estimated Timeline
Displays/ Paint/ Signage	\$25,000	Oh, Hello Co.	First 6 months
Initial Inventory	\$17,000	Savings	First 6 Months
Mailer To Neighborhoods	\$3,700	Savings	First 6 Months

Fixed Costs

Project	Cost	Funding	Estimated Timeline
Social media and Google ads	\$5,000	Oh, Hello Co.	12 months
Rent yearly (AVG 4 years)	\$28,046.52	Retail Grant* Oh, Hello Co.	12 months
Utilities and Internet	\$8,000	Oh Hello Co	12 months

Ongoing Costs

Project	Cost	Funding	Estimated Timeline
Instructors and workshop leaders	\$15,000	Oh, Hello Co.	Annually
Social media and Google ads	\$5,000	Oh, Hello Co.	Annually
Space improvements	\$2,500	Oh, Hello Co. / Grants	Annually
Employee Salaries	\$40,000-\$60,000	Oh, Hello Co.	Annually
Inventory	\$10,000	Oh, Hello Co	Annually

Thank you so much for your consideration of our proposal. Please don't hesitate to reach out with any questions or for more information.

The Meat Up Gastropub

Executive Summary

The Meat Up Gastropub is a 220-seat dining restaurant and bar, that will offer a full bar and full menu offering food pairings with a touch of Latin influence.

We will be located in booming, and rapidly growing downtown Grand Rapids. The outlook for the future of Grand Rapids is promising. Developers are creating a \$140 million movie theater project known as Studio Park which will house retail space, restaurants, a hotel, as well as residential units; the combination of these elements will provide the city with a year-round economy.

The area is in need of a warm and friendly place that offers a twist in food and drinks. A place where you always know you will get the best of everything. The Meat Up Gastropub will feature a cozy dining room and an elegant lounge. Comfortable furnishings and decor with soothing warm tones. It will be the perfect place to stop in for a bite to eat, for a drink or for a small business meeting.

We are submitting this proposal for consideration of the Retail Business Attraction grant and are requesting a \$60,000.00 grant to assist with lease payments and façade improvements. Our lease will commence at closing of the sale and it will be for 10 years, with a 10-year option renewal. The lease will be \$8066.00 per month which equals to \$22.00 per sq. ft gross modified. The building is 4400 sq. ft. In addition, the property is designated as historic district. As such, we must comply with historic district rules as it pertains to façade improvements.

Menu and Executive Chef

The menu will be inspired by a fusion of Argentinian Cuts of steaks and a variety of tapas and other dishes to complement and appeal to a diverse clientele. You will be able to enjoy a Fusion of Latin cuisine such as an Argentinian Parillada, as well as the

traditional Burger from the U.S. but with a Latin twist. Prices will be competitive with other restaurants in the area. However, The Meat Up Gastropub aims to be perceived as the higher value option to the area competitors, through its food, best in class service and entertainment. We have hired Dayany De La Cruz, Executive Chef of the Miami Dolphins and Hard Rock Stadium in Miami. She is a graduate of the Secchia Institute of Culinary art and has over 15 years of experience working as executive chef in various hotel chain restaurants. She will oversee the preparation and conceptualization of the Menu from start to finish and will also train our head chef and staff with implementation of the menu.

In addition to in restaurant dining we will also offer catering services. There is a big market for corporate catering in the downtown area that we plan to enter in. Additionally, we feel in today's "go-go-go" climate, customers don't always have time to set up that birthday party or other event that we all need and want. We have over 5 years of experience in the catering business and know what our clients want and need.

Our goal is to ensure financial success for the business and believe this will be achieved by offering high-quality service and excellent food with an interesting twist. We have created financial projections based on our experience and knowledge in and of the area.

Mission and Objectives

The Meat Up will be a great choice to dine at, combining a relaxed and accommodating atmosphere with excellent food and drinks. The mission is not only to have great tasting food, but have efficient and friendly service because customer satisfaction is paramount. We want to be the restaurant choice for all families, singles, corporate employees, etc. Employee welfare will be equally important to our success. Everyone will be treated fairly and with the utmost respect. We want our employees to feel very much a part of the success of The Meat Up. Happy employees make happy guests.

We will combine menu variety, atmosphere, ambiance, special theme nights and a friendly staff to create a sense of 'place' in order to reach our goal of overall value in the dining/entertainment experience. We want fair profits for the owners, and a rewarding place to work for the employees.

The Meat Up Gastropub objectives for the first three years of operation include:

- Keeping food cost under 35% revenue.
- Keeping employee labor cost between 24-29% of revenue.
- Stay as a small restaurant with excellent food and service.
- Averaging sales between \$1,000,000-1,500,000 per year.
- Promote and expand The Meat Up catering in Grand Rapids.
- Expand our marketing and advertising in Grand Rapids and the surrounding areas.

Keys to Success

- The creation of a unique and innovative dining atmosphere will differentiate us from the competition. The restaurant will stand out from the other restaurants in the area because of the unique menu, design, and décor. We will offer a dining experience in a cozy atmosphere.
- Product quality. Not only great food but great drinks, great service and a great atmosphere.
- The menu will appeal to a wide and varied clientele; international with an interesting twist.
- We will have special theme nights like restaurant nights, local artist's openings, Easter dinners, Cinco de Mayo party, wine tasting dinners, special ethnic food nights. All this will attract a varied clientele to The Meat Up.
- Controlling costs at all times without exception.

Due to intense competition, restaurateurs must look for ways to differentiate their place of business in order to achieve and maintain a competitive advantage. The founders of The Meat Up realize this. With the re-development of Grand Rapids, it needs a place that will fit into the 'new look' of the community that is sophisticated and entertaining. The fact that no other restaurants in the area have this concept and atmosphere presents us with a window of opportunity and an entrance into a profitable niche in the market.

Company Summary

The Meat Up Gastropub will feature a section of the menu that will focus solely on Argentinian Cuts of high quality, juicy, large steaks that are slowly smoked for hours. In addition to the Argentinian cuts, we will offer other main dishes such as a slow cook braised ribs, Peruvian Ceviche and smaller tapas, inspired with a Latin twist. The menu is inspired from different cuisine's specialties and will appeal to a wide and varied clientele.

We will be opened 7 days a week serving lunch and dinner. This will allow us to focus and capitalize on the lunch crowd around the downtown area as well as the nighttime crowd.

Every Monday night (most bars and restaurants are closed in Grand Rapids on Mondays) we will have 'Restaurant Night.' This will give the other restaurant owners and employees a chance to socialize on a 'night off' and it will contribute to a sense of community in the local industry. We will have special Wine Tasting Evenings, a five-course meal featuring new wines sponsored by our distributors. Customers can come and learn more about wine and food. The Meat Up Gastropub will be the perfect place when customers need that 'little extra.' They can have business meetings here, a place for a quiet conversation, or for a special occasion.

During the busy summer months, we will offer a special summer menu, featuring lighter fare and, exotic drinks, as well as other alcoholic offerings.

Our team will be comprised of top-notch individuals that will be well trained, motivated and encouraged to reduce turnover and feed into the warm atmosphere we will maintain. Our management team is comprised of individuals with over 15 years of experience in the food, restaurant, catering, and hospitality management area.

Company Ownership

The restaurant will be owned by its founders Elizabeth Rosario and Andy Rosario. Andy Rosario will function as the General Manager and Elizabeth Rosario as managing partner. Andy Rosario currently owns and operates Maya Mexican Grill & Bar located in the Roger's Plaza area of Wyoming, MI. Andy opened this restaurant in early 2014. The restaurant was self-funded and has not incurred a debt or loan since it was opened. Andy has gained his experience in the restaurant industry by running Maya as a successful restaurant and bar, keeping his costs low, his customers satisfied and averaging yearly sales of over \$1,200,000. The success of Maya and team work between the management staff and Andy, will allow Maya to continue running without the daily assistance of the owner. This in turn will allow Andy to focus and devote all of his time to The Meat Up.

Elizabeth Rosario is a local attorney in the area. She owns her own law firm and tax firm. Together, the couple own several businesses. The couple always approach their business ownership as a team. Andy is in charge of certain duties and Elizabeth being in charge of the administrative and legal duties that each business entails. Elizabeth will also share in managing the restaurant. Both Andy and Elizabeth will manage the restaurant and the responsibilities.

Together, with Andy's industry experience and Elizabeth's management, legal and administrative experience, this new venture should be expected to run smoothly.

Start-up Summary and Project Costs

The founders of the company are Elizabeth Rosario and Andy Rosario. We are personally committing capital and have been provided financing through Old National Bank and an SBA 504 loan.

Our start-up costs are very minimal because we are buying the existing restaurant (Gardella's tavern) along with Fixtures and equipment. We are seeking this Retail grant and its max grant available, to assist us with rent payments and façade improvements. The location is located in the Hearthside Historic district. Because of the nature of the location, there are special rules that must be followed as it pertains to historic buildings. It is our understanding that the windows and the frontage of the building, is the oldest and original storefront in Grand Rapids. As such, we need to ensure that specialized contractors are hired to renovate the façade of the building.

Strategy and Implementation

Our strategy is simple, we intend to succeed by giving people a combination of excellent food in an environment that appeals to a wide variety of people. We will focus on maintaining quality and establishing a strong identity in our community. Our main focus in marketing will be to increase customer awareness in the surrounding communities. The location is a staple in downtown Grand Rapids and it's very well known.

We will create an appealing and entertaining environment with unbeatable quality at an exceptional price. An exciting and friendly restaurant. The execution of our concept is the most critical element of our plan. All menu items are moderately priced for the area. While we are not striving to be the lowest-priced restaurant, we are aiming to be the value leader.

Competitive Edge

Our competitive edge is the menu, the chef, the environment, the management, the service and our friendly atmosphere. We will have a different menu from our competitors and our food will be made with fresh ingredients and high-quality produce available. The chef has an excellent taste for what dining is and what it requires. Our environment is elegant yet very comfortable and our decor is warm and relaxing. Great service is very important to us. The management and servers will handle every detail to make customer's special evening even more special! All this and our great atmosphere will make customers want to come back again and again.

Main Competitors

Everyone that sells prepared meals is our competition because we all compete for the same home meal replacement dollar. However, there are two segments of the restaurant industry that are our main competition: the casual dining restaurant concept and the fine dining value restaurant. If the value of the food and price and service is better at a fine dining restaurant than a casual restaurant, where is a customer more likely to go? The key is to deliver the best food at the best price with the highest level of service. This is the very definition of value. This concept is at the heart of The Meat Up.

Project Schedule

It is expected that the transfer of ownership will take place at the end of November 2019. We are being proactive and arranging and organizing for all the changes that will take place with the transfer of ownership. We are planning on giving the first and second floor a face lift with new furniture and revamping of the bars so that the current tavern look of the existing business changes to meet our goals and ideas for The Meat Up gastropub. As such we have already met with a few vendors and contractors to ensure that if there is any disruption to the business it will be minimal. We plan on closing for two weeks tops to complete the new interior face lift. We expect this to take

place around mid-December and re-open with the new interior the first week of January 2020.

Projections

Cash Flow Spreadsheet

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Totals
Beginning Balance	\$ 15,000	\$ 18,356	\$ 21,712	\$ 27,067	\$ 32,423	\$ 37,779	\$ 43,135	\$ 48,490	\$ 53,846	\$ 59,202	\$ 64,558	\$ 69,914	
Cash Inflows													
Cash Sales	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	\$ 1,200,000
Accounts Receivable	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Total Cash Inflows	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 1,200,000
Cash Outflows													
Investing Activities													
New Fixed Asset Purchases	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Additional Inventory													\$ -
Cost of Goods Sold	32,200	32,200	32,200	32,200	32,200	32,200	32,200	32,200	32,200	32,200	32,200	32,200	\$ 386,400
Operating Activities													
Operating Expenses	31,483	31,483	29,483	29,483	29,483	29,483	29,483	29,483	29,483	29,483	29,483	29,483	\$ 357,796
Payroll	32,961	32,961	32,961	32,961	32,961	32,961	32,961	32,961	32,961	32,961	32,961	32,961	\$ 395,535
Taxes	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Financing Activities													
Loan Payments	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Owners Distribution													\$ -
Line of Credit Interest		-	-	-	-	-	-	-	-	-	-	-	\$ -
Line of Credit Repayments													\$ -
Dividends Paid													\$ -
Total Cash Outflows	\$ 96,644	\$ 96,644	\$ 94,644	\$ 94,644	\$ 94,644	\$ 94,644	\$ 94,644	\$ 94,644	\$ 94,644	\$ 94,644	\$ 94,644	\$ 94,644	\$ 1,139,731
Net Cash Flows	\$ 3,356	\$ 3,356	\$ 5,356	\$ 5,356	\$ 5,356	\$ 5,356	\$ 5,356	\$ 5,356	\$ 5,356	\$ 5,356	\$ 5,356	\$ 5,356	\$ 60,269
Operating Cash Balance	\$ 18,356	\$ 21,712	\$ 27,067	\$ 32,423	\$ 37,779	\$ 43,135	\$ 48,490	\$ 53,846	\$ 59,202	\$ 64,558	\$ 69,914	\$ 75,269	
Line of Credit Drawdown	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Cash Balance	\$ 18,356	\$ 21,712	\$ 27,067	\$ 32,423	\$ 37,779	\$ 43,135	\$ 48,490	\$ 53,846	\$ 59,202	\$ 64,558	\$ 69,914	\$ 75,269	
Line of Credit Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Operating Expense Worksheet

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Annual Totals
Expenses													
Advertising	2,500	2,500	500	500	500	500	500	500	500	500	500	500	\$ 10,000
Car and Truck Expenses													\$ -
Commissions and Fees	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	\$ 30,000
Contract Labor (Not included in payroll) - Janitorial	990	990	990	990	990	990	990	990	990	990	990	990	\$ 11,880
Insurance (other than health)	1,902	1,902	1,902	1,902	1,902	1,902	1,902	1,902	1,902	1,902	1,902	1,902	\$ 22,824
Legal and Professional Services	400	400	400	400	400	400	400	400	400	400	400	400	\$ 4,800
Licenses	400	400	400	400	400	400	400	400	400	400	400	400	\$ 4,800
Office Expense	100	100	100	100	100	100	100	100	100	100	100	100	\$ 1,200
MUSIC ENTERTAINMENT	450	450	450	450	450	450	450	450	450	450	450	450	\$ 5,400
SALES TAX	7,925	7,925	7,925	7,925	7,925	7,925	7,925	7,925	7,925	7,925	7,925	7,925	\$ 95,100
Repairs and Maintenance	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	\$ 15,000
Supplies													\$ -
Travel, Meals and Entertainment													\$ -
Utilities	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	\$ 60,000
Rent Expense	8,066	8,066	8,066	8,066	8,066	8,066	8,066	8,066	8,066	8,066	8,066	8,066	\$ 96,792
Total Expenses	\$ 31,483	\$ 31,483	\$ 29,483	\$ 29,483	\$ 29,483	\$ 29,483	\$ 29,483	\$ 29,483	\$ 29,483	\$ 29,483	\$ 29,483	\$ 29,483	\$ 357,796
Other Expenses													
Depreciation	8,155	8,155	8,155	8,155	8,155	8,155	8,155	8,155	8,155	8,155	8,155	8,155	\$ 97,857
Interest													
Commercial Loan	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Commercial Mortgage	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Credit Card Debt	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Vehicle Loans	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Other Bank Debt	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Line of Credit	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Bad Debt Expense	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Total Other Expenses	\$ 8,155	\$ 8,155	\$ 8,155	\$ 8,155	\$ 8,155	\$ 8,155	\$ 8,155	\$ 8,155	\$ 8,155	\$ 8,155	\$ 8,155	\$ 8,155	\$ 97,857
Total Fixed Operating Expenses	\$ 39,638	\$ 39,638	\$ 37,638	\$ 37,638	\$ 37,638	\$ 37,638	\$ 37,638	\$ 37,638	\$ 37,638	\$ 37,638	\$ 37,638	\$ 37,638	\$ 455,653