

Business Planning
For Your
Preservation Project

Utah Preservation Conference

May 13, 2011

Goals

To help you understand how to approach projects like business owners (rather than preservationists) so that you can:

- Enhance your project's financial sustainability
- Develop more broad-based arguments for preserving that great building
- Throw around complex business terms so you can act like you know what you're talking about

Why Worry About It?

Division Needs to Develop a More Business Focused Operation to Improve Park System Efficiency.

The division should also begin to manage parks as independent business units, adopt better accounting tools for managing the park system and consider return on investment before advancing capital projects.

Heritage Parks Require the largest subsidy. Utah's heritage parks and museums are among the most expensive parks to operate. In addition, persistently low visitation results in a high subsidy per visitor.

Legislative audit January 2011

What Kinds of Buildings...

...are we talking about?

The Usual Suspects

- o Schools
- o Homes
- o Civic buildings
- o Theaters
- o Industrial buildings
- o Railroad depots
- o Churches

What are they...

...most commonly used for?

The Usual Uses

- o “Community centers”
- o Arts centers
- o Theaters
- o Museums
- o Restaurants
- o Office space
- o Retail space
- o Residences
- o Storage

How about some...

...specific examples?

Real-life Examples

- o Star Hall (Moab)
- o Veterans Memorial Building/Hutchings Museum (Lehi)
- o Spring City School (Spring City)
- o Samuel Holt Farmstead (South Jordan)
- o Heritage House (Kanab)
- o Ephraim Co-op (Ephraim)
- o Washington School (Vernal)
- o Whitaker Museum (Centerville)
- o Casino Star Theater (Gunnison)
- o Old Rock Church (Parowan)

Basic Business Planning Concepts

Basic Business Planning Concepts

What does a business plan do, anyway?

- It structures your thinking.
- It articulates how your property will actually work.
- It creates an argument for financing (or other support)

Basic Business Planning Concepts

What are the basic concepts?

- Product
- Trade Area
- Target Markets
- Demand
- Competition
- Positioning
- Communications
- Management
- Financial Projections

Basic Business Planning Concepts

Product

Why is it important?

If you can't define the uses for the building, then you can't make a very compelling argument for preserving the building.

- What is it?
- What specific need(s) does it address?
- What is your pricing structure? If you don't charge, why not?

Basic Business Planning Concepts

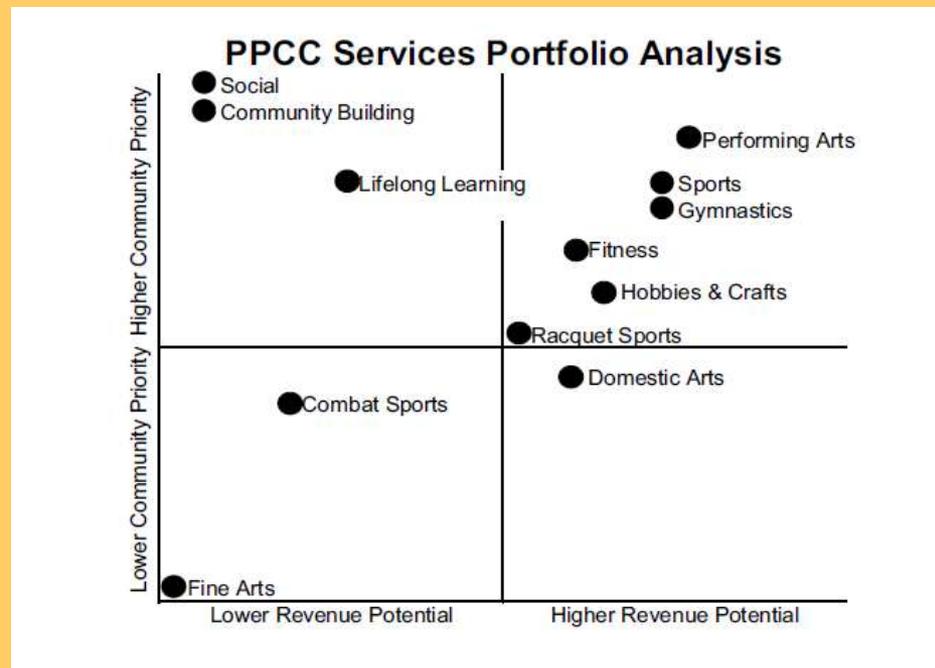
Product

Today the fort actively promotes northwest heritage through education, historic preservation and interpretation. The facility operates as a living history museum. As such, each visitor not only sees a reconstructed 19th century Fort Nisqually, period displays in each building, an orientation exhibit in the visitor center, and changing static exhibits they are also presented fort and period history with interpreters dressed in period clothing, interpreting and often re-enacting 19th century life in the northwest. Using living history interpreters, the fort is able show the connection between the fort and aspects of life in western Washington today, often customizing the connection with a visitor's own history. In addition to the public museum, the fort also offers classes, camps, educational tours, public and private events, rentals, a gift shop and library. Preservation efforts include management of an ever growing collection of period artifacts and related research.

Fort Nisqually (Washington)

Basic Business Planning Concepts

Product



Peninsula Park Community Center (Oregon)

Basic Business Planning Concepts

Trade Area

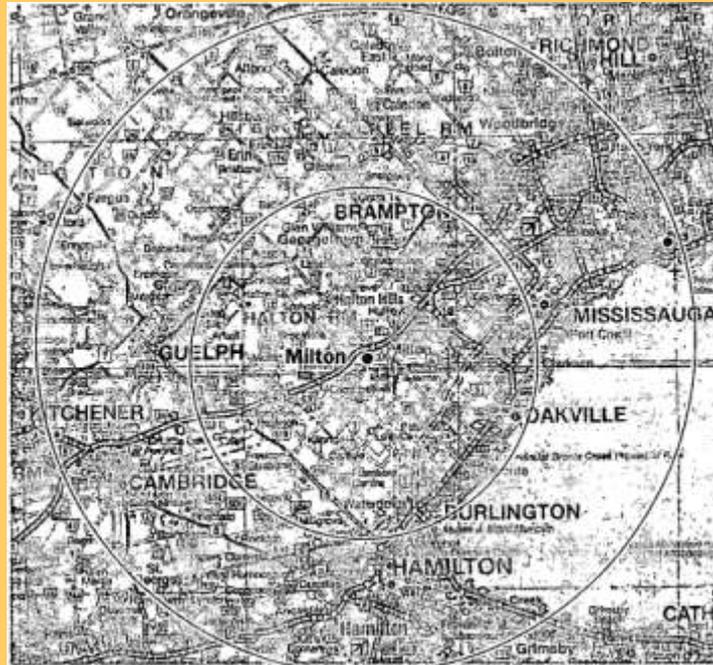
Why is it important?

You need to know your trade area to clearly define your target markets and refine your estimates of demand.

- What is your trade area (geographically)?
- Does it extend outside of Utah or the US?
- What are the “demographics”?

Basic Business Planning Concepts

Trade Area



Milton Arts and Entertainment Centre (Ontario)

Basic Business Planning Concepts

Target Markets

Why is it important?

Your target markets are the segments of the population that are most likely to purchase your products. If you don't identify them, you won't know who you're selling to.

- Who are the primary customers (users)?
- What are the “segments” of users?
- What's the potential for growth in your target markets?

Basic Business Planning Concepts

Target Markets

The Museum will market to four distinct groups:

- Families with children
- Senior citizens and retirees
- School groups
- Railroad enthusiasts and hobbyists

Oyster Bay Railroad Museum (New York)

Basic Business Planning Concepts

Demand

Why is it important?

If you can't demonstrate demand for your product, then you're going to have a tough time getting support.

- What's the demand for the uses (not the building)?
- How can you verify it?
- How does the property's historic character affect demand?

Basic Business Planning Concepts

Demand

Projected Attendance

Based on annual attendance figures at similarly sized museums on Long Island, it is estimated that the site when fully developed and operational, will draw approximately 40,000 visitors per year including up to 10,000 school children/school groups.

Oyster Bay Railroad Museum (New York)

Basic Business Planning Concepts

Demand

Calendar Year	2009 May	2009 June	2009 July	2009 Aug.	2009 Sept.	2009 Oct.	2009 Nov.	2009 Dec.
Visitor Attendance	548	674	651	677	353	506	581	468
School and Youth Group Visitation		-	24	0	0	23	33	30
# of Groups	1	-	1	0	0	2	3	1
Community Group Visitation		-	38		14	0	35	
# of Groups		-	4	0	1	0	3	
Research Requests	3	7	7	3	8	4	2	3
Public Programs for Families and Adults					0	2	1	1

DuPage County Historical Museum (Illinois)

Basic Business Planning Concepts

Competition

Why is it important?

If you don't know who the competition is, then you're going to have a tough time "positioning" your product.

- Who's the competition?
- How do your uses compare?
- What are your relative strengths and weaknesses?

Basic Business Planning Concepts

Competition

7. Competition

The current Western New York market offers few affordable options for renting arts space appropriate to small and medium sized cultural organizations. Although there are a few larger area facilities which theoretically offer their spaces to the market, they do not offer realistic options. Typically, either they are not actually available, due to the busy schedule of the resident arts institution or college, or the high cost of rental makes their use impractical. Facilities such as Shea's Performing Arts Center, Rockwell Hall, UB Center For The Arts, etcetera are limited in the number and type of spaces they have to offer, limited in available opportunities for booking, and offering rental fees that are beyond the budgets of most local organizations. Thus, organizations in need of space for rehearsals, performances and other events are often forced to rely on "found" spaces such as back rooms of bars and book stores, or inadequately equipped school auditoriums or church basements. No arts space in Western New York compares with the number, variety, versatility, affordability and quality of the spaces found within Upper West Arts Center. Further, Upper West Arts Center will be able to boast that it is operated by a not-for-profit agency which has a clear understanding of the needs and limitations of the companies and individuals who will be its tenants.

Upper West Arts Center (New York)

Basic Business Planning Concepts

Positioning

Why is it important?

Positioning is establishing and communicating a distinct identity for your product. Without that, you won't attract users (customers).

- What's the identity of your property?
- What qualities differentiate it from the competition?
- How, specifically, does its historic character enhance the benefits that your customers (users) derive?

Basic Business Planning Concepts

Positioning

The Criterion is the largest capacity venue within nearly an hour drive 50 miles in any direction. The nearest large-scale venue is the Bangor Civic Center, a non-presenting 'rental facility' with 6,000 seats, largely focused on sports events. The nearest presenting venues include The Grand, in Ellsworth, presenting 10-20 events a year to a primarily local audience; Penobscot Theatre, presenting theatre productions to a subscriber base year-round; and the Bangor Waterfront & UMO arts centers, presenting seasonal and limited arts events. The theater's capacity enables the booking of acts of a much higher profile than any other venue in the immediate area, due to the higher potential grosses and corresponding event expenses.

Criterion Theater (Maine)

Basic Business Planning Concepts

Positioning

Fall asleep in class!

Kennedy School (Oregon)

Little Stage...Big Shows, Big Fun, Big Heart!

Draper Historic Theater (Utah)

Basic Business Planning Concepts

Communications

Why is it important?

Communications is how you communicate your message to your target markets. If you don't identify effective "channels", then your message won't get through.

- How will you communicate with each of your target markets?
- What's your "conversion (capture) rate"?
- How cost-effective is each "channel"?

Basic Business Planning Concepts

Communications

Core Program	Activity	Target Audience	Marketing Vehicles	Distribution Channels
Living History Museum	Free Days	Tacoma residents	Web site; local charities	
	Event Days	Local & repeat customers	Web site & Face Book page, guide(s), rack card inserts, banners, enticements (2 for 1 adm, etc), feature in newspaper & local web sites, PSAs to radio/TV stations	Banners – at park entrance
	All days	Non-local visitor	Web site & Face Book page, rack cards, banners; enticements (2 for 1 adm, etc), Specialty magazines and other organization web sites; Market in conjunction with other Point attractions &/or other museums.	Rack cards – regional distributors (ferries, hotels, etc); Specialty Magazines – name??
Tours	School Tours	Public & Private Schools within a 60 mile radius.	1:1 personal contact with teachers & administrators; e-mail blasts to teachers; web-site	
	School Tours	Home schoolers	Information in home school publications, web sites and at home school meetings/conferences/conventions	
	Senior Groups	Retirement homes; tour businesses	E-mail blasts; rack cards; web site	Tacoma/Pierce County Convention and Visitor's Bureau
Classes	Public Classes	Persons interested in history	Guide; web site; Face Book page; targeted mailings; e-mail blasts	

Fort Nisqually (Washington)

Basic Business Planning Concepts

Management

Why is it important?

The credibility (and viability) of your organization depends on the capabilities (and credibility) of the individuals involved in managing it.

- Who's on your management team?
- Do you have human resource and/or volunteer management policies?
- How is your property operated (hours, etc.)?

Basic Business Planning Concepts

Management

Board of Directors

**Thomas J. Culora, Seymour Street, Warren
HWA, Inc., Vice President**

Tom Culora is currently serving as Chairman of the Warfare Analysis and Research Department at the U.S. Naval War College in Newport, RI where he directs research in a number of regional and functional areas as well as teaching courses on leadership. A retired Navy Captain and naval aviator with over 3000 flight hours, his operational assignments included Captain of the USS Boxer, an amphibious assault aircraft carrier and as Commanding Officer of a Maritime Attack Helicopter Squadron. He is a strategy and policy expert serving in billets that included the U.S. Joint Staff where he developed U.S. policy for NATO enlargement and as the Deputy Director for Strategy and Policy for the U.S. Navy.

He holds a masters degrees in International Relations from the Naval Postgraduate School and another in Strategic Studies from the Naval War College. He has also done post-graduate work from 2001 to 2002 as a Fellow at Harvard University's Olin Institute and as a Fellow at the Council on Foreign Relations in New York. He earned a BFA from the School of Visual Arts where he was a full-scholarship student and currently maintains a studio in Rhode Island.

Tom and his wife Jill have resided in Warren for three years and he has two daughters. He was recently appointed to the Town of Warren Harbor Management Commission. He holds a commercial pilots license certified in both fixed and rotary wing and he and his wife are active in fly-fishing and are avid sailors.

**John Da Silva, 41 Broad Street, Warren
HWA, Inc., Board Treasurer**

A resident of Warren for 27 years, John and his wife Deb, have one daughter Kristine who is attending Elms College enrolled in the pre-law program. John graduated from the University of Bridgeport with a degree in Accounting in 1981. Upon graduation he started working in the private sector as an accountant where he worked his way up the corporate ladder eventually becoming CFO & CEO of Ad-A-Day & Carcross Corp.

While in private practice he also worked with a CPA preparing taxes until beginning his own practice and consulting firm. In 1985 he started a joint venture with his father in real estate rental and restoration business. In 2002 John's father died and John left Corporate America to run the family real estate business and concentrate on his consulting and tax practice. John has been on the Warren Voluntary Historic Committee for over 10 years, and serves on the School Board of Our Lady of Fatima High.

HISTORIC WARREN ARMORY, Inc. www.historicwarrenarmory.org

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Historic Warren Armory (Rhode Island)

Basic Business Planning Concepts

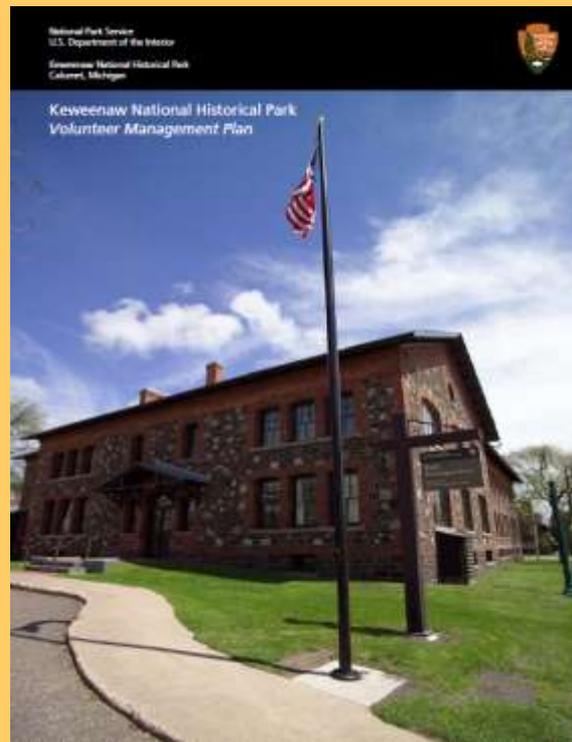
Management



Topia Arts Center (Massachusetts)

Basic Business Planning Concepts

Management



Keweenaw National Historical Park (Michigan)

Basic Business Planning Concepts

Financial Projections

Why is it important?

“Cash flow” is the single most important management tool at your disposal, because it shows when things happen. More than anything else, it helps you to anticipate potential problems. And financiers are going to want to know that their investment is viable.

- What are your month-to-month revenues? Expenses?
- What are your key assumptions about revenues and expenses?
- What’s the breakdown of “earned income” vs. other revenues?

Basic Business Planning Concepts

Financial Projections

<i>Snapshot of Selected Periods</i>			
<i>Period Ending</i>	<i>Cash In</i>	<i>Cash Out</i>	<i>Account Balance</i>
<i>April 2, 2011</i>	\$ 9,337.67	\$ (3,681.30)	\$ 4,656.37
<i>April 9, 2011</i>	\$ 2,275.03	\$ (1,745.19)	\$ 5,208.64
<i>April 16, 2011</i>	\$ 2,836.97	\$ (2,251.07)	\$ 6,527.31
<i>April 23, 2011</i>	\$ 1,869.52	\$ (2,098.98)	\$ 6,143.01
<i>April 30, 2011</i>	\$ 7,376.11	\$ (3,927.94)	\$ 9,709.04
<i>May 7, 2011</i>	\$ 1,245.81	\$ (3,064.03)	\$ 7,924.47
<i>May 14, 2011</i>	\$ 1,479.37	\$ (1,848.11)	\$ 7,690.42
<i>May 21, 2011</i>	\$ 3,665.47	\$ (2,230.21)	\$ 9,228.34
<i>May 28, 2011</i>	\$ 5,758.50	\$ (3,727.88)	\$ 11,333.66
<i>May 31, 2011</i>	\$ 1,607.36	\$ (879.19)	\$ 12,162.86
<i>June 4, 2011</i>	\$ 5,759.15	\$ (7,147.71)	\$ 10,795.45
<i>June 11, 2011</i>	\$ 4,178.23	\$ (5,464.05)	\$ 9,584.34
<i>June 18, 2011</i>	\$ 20,530.51	\$ (14,992.68)	\$ 15,191.26
<i>June 25, 2011</i>	\$ 9,599.21	\$ (13,360.70)	\$ 11,603.76
<i>June 30, 2011</i>	\$ 7,131.22	\$ (10,800.57)	\$ 7,982.29
<i>July 2, 2011</i>	\$ 13,252.34	\$ (21,021.49)	\$ 246.79
<i>July 9, 2011</i>	\$ 30,633.03	\$ (10,671.76)	\$ 20,443.80
<i>July 16, 2011</i>	\$ 38,872.89	\$ (16,163.52)	\$ 43,388.91
<i>July 23, 2011</i>	\$ 38,191.89	\$ (27,816.72)	\$ 53,999.82
<i>July 30, 2011</i>	\$ 30,552.46	\$ (12,569.24)	\$ 72,218.78
<i>July 31, 2011</i>	\$ 1,078.19	\$ (636.72)	\$ 72,862.33
<i>August 6, 2011</i>	\$ 16,633.34	\$ (19,334.98)	\$ 73,039.09
<i>August 13, 2011</i>	\$ 11,389.28	\$ (4,162.15)	\$ 77,668.44

Criterion Theater (Maine)

Basic Business Planning Concepts

Financial Projections

Important Assumptions

Immediate steps to ensure the continuance of this new plan include the negotiation of payment schedules for existing debts, their integration into the 2011 budget, and fundraising of initial operating capital.

- Chief among urgent debt are two credit lines with Machias Savings Bank totaling \$150,000. These are collateralized by building fixtures owned by The Criterion, including projection equipment, the main hall art-deco chandelier, seats, and other essential aspects of all operations. This plan assumes a negotiated schedule of repayment can be reached with Machias Savings.
- The 2011 budget set forth here assumes ticket sales will continue to decline for film programming, and live events ticket sales will perform at an average of 45% of capacity, well below the nationwide average. These conservative sales estimates are set to allow realistic implementation of marketing efforts, and assure the achievement of milestones.
- It is assumed that \$13,525 can be raised in membership sales by December 31st, 2011. This is a conservative estimate, based on growing total memberships by 200 at an average dollar level of \$65 each.

Criterion Theater (Maine)

Basic Business Planning Concepts

MONTHLY CASH FLOW PROJECTION: Huffaker County Historical Museum/Arts Center/Theater/Community Center													
	January	February	March	April	May	June	July	August	September	October	November	December	TOTAL
	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated						
BEGINNING CASH ON HAND	\$ 2,432	\$ 2,432	\$ 3,037	\$ 812	\$ 812	\$ 1,387	\$ 2,362	\$ 10,712	\$ 11,487	\$ 7,962	\$ 3,112	\$ 3,287	
CASH RECEIPTS:													
Admissions	\$ 150	\$ 80	\$ 300	\$ 400	\$ 600	\$ 1,000	\$ 2,000	\$ 800	\$ 500	\$ 300	\$ 200	\$ 80	\$ 6,410
Fundraisers	\$ -	\$ 550	\$ -	\$ -	\$ 1,000	\$ -	\$ 2,500	\$ -	\$ -	\$ -	\$ -	\$ 1,000	\$ 5,050
Local Government	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000
Contributions/Donations	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 600
Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000
Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Cash Receipts	\$ 200	\$ 680	\$ 350	\$ 450	\$ 1,650	\$ 3,050	\$ 9,550	\$ 850	\$ 550	\$ 350	\$ 250	\$ 1,130	\$ 19,060
TOTAL CASH AVAILABLE	\$ 2,632	\$ 3,112	\$ 3,387	\$ 1,262	\$ 2,462	\$ 4,437	\$ 11,912	\$ 11,562	\$ 12,037	\$ 8,312	\$ 3,362	\$ 4,417	\$ 19,060
CASH PAID OUT:													
Salary	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Payroll Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Travel and Training	\$ -	\$ -	\$ -	\$ -	\$ 500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500
Rent	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Telephone and Utilities	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 600
Repairs and Maintenance	\$ -	\$ -	\$ -	\$ -	\$ 250	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ 5,250
Insurance	\$ 125	\$ -	\$ -	\$ 125	\$ -	\$ -	\$ 125	\$ -	\$ -	\$ 125	\$ -	\$ -	\$ 500
Professional Services	\$ -	\$ -	\$ -	\$ 250	\$ -	\$ -	\$ -	\$ -	\$ 4,000	\$ -	\$ -	\$ -	\$ 4,250
Office Supplies	\$ 25	\$ 25	\$ 25	\$ 25	\$ 25	\$ 25	\$ 25	\$ 25	\$ 25	\$ 25	\$ 25	\$ 25	\$ 300
Postage	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Marketing/Advertising	\$ -	\$ -	\$ 2,500	\$ -	\$ -	\$ 2,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,500
Fundraiser	\$ -	\$ -	\$ -	\$ -	\$ 250	\$ -	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ 250	\$ 1,500
Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL CASH PAID OUT	\$ 200	\$ 75	\$ 2,575	\$ 450	\$ 1,075	\$ 2,075	\$ 1,200	\$ 75	\$ 4,075	\$ 5,200	\$ 75	\$ 325	\$ 17,400
Ending CASH POSITION	\$ 2,432	\$ 3,037	\$ 812	\$ 812	\$ 1,387	\$ 2,362	\$ 10,712	\$ 11,487	\$ 7,962	\$ 3,112	\$ 3,287	\$ 4,092	\$ 1,660

Critical Thinking: Assessing Business Plans

Assessing Business Plans

Product

We are excited about the opportunity to restore a magnificent historic Warren landmark that will once again be a home for veterans' organizations and for use by the community as a civic center and museum for historic artifacts.

Historic Warren Armory (Rhode Island)

Assessing Business Plans

Trade Area

155,000 year-round residents live within 50 miles in the surrounding communities of Hancock County and the Bangor metro area. Bar Harbor is home of The College of the Atlantic, with a student population of 370, and The Jackson Laboratory, with 1,400 employees.

Criterion Theater (Maine)

Assessing Business Plans

Trade Area

DuPage County itself is comprised of nine townships and 39 different municipalities. The County has a population of over 930,528 and an even male to female population (49.7/50.3)². In terms of age, 6.4% are under the age of 5, 24.7% are under the age of 18, and 10.8% are 65 and older. The median age in DuPage County is 35.2 years old. 71.9% of the county population is White, 4.7% African-American, 9.9% Asian, and 12.6% Hispanic. In terms of education, 90% of those 25 and older received their high school diploma, 41.7% of those over 25 achieved a bachelor's degree or higher. The county is home to over 325,601 households with an average of 2.73 people per household. The median household income is \$73,818. Wheaton's statistics reflect a similar median household income, similar average people per household and an even male to female population however the percentage of residents holding a bachelor's degree or higher climbs to 57%. The total population of Wheaton is over 54,000.

DuPage County Historical Museum (Illinois)

Assessing Business Plans

Target Markets

Upper West Arts Center is dedicated to providing outstanding performance, exhibit, studio and other related arts spaces at modest cost to artists and arts organizations of Western New York...

Upper West Arts Center (New York)

Assessing Business Plans

Target Markets

Market

The target markets for the products and services again segment primarily into the consumers of arts, and the producers of arts.

A detail of the consumers of arts market segment would include, but is not limited to, the following members of the local and surrounding communities, which are currently under-served by existing programs and organizations:

1. Children
2. Teens
3. New community members
4. Senior citizens
5. Low income persons and families

A detail of the producers of art market segment would include, but is not limited to, the following members of the local and surrounding communities:

1. Artisans and writers
2. Arts, music, dance, theater schools
3. Community theater groups
4. Crafts groups
5. Cultural programming organizations

Greater Derry Arts Council (New Hampshire)

Assessing Business Plans

Demand

Audience Development Strategy

Thus far, audience development has been a challenge for the Center. And it will continue to be a challenge through the first few years of full operations, as audience development for new facilities is an extremely slow process.

Topia Arts Center (Massachusetts)

Assessing Business Plans

Demand

Preliminary Comparative Analysis / Needs Assessment

The Carnegie Arts Center will be one of only a handful of arts centers of its kind in the Central Valley and none will share its emphasis on the visual arts. It will thus meet a regional need. At the same time, it will play a crucial role in cultural life locally.

Carnegie Arts Center (California)

Assessing Business Plans

Competition

The DuPage County Historical Museum has many competitors throughout the county and several major players located inside Wheaton that impact the local arts and entertainment sector. There are over 30 other museums and historical agencies in DuPage County. The proximity to Chicago also creates competition with the world-class cultural institutions located there.

DuPage County Historical Museum (Illinois)

Assessing Business Plans

Positioning

Experience the [storied legacy](#) of the a 19th Century Victorian mansion, now a full service hotel, proud to be on the National Register of Historic Places. A short distance from the DC convention center, federal and local government buildings, and [downtown attractions and sights](#), the Morrison-Clark Historic Hotel and Restaurant is a magnificent link to the District's glorious past. A stately, 19th-century Victorian mansion situated near the Capitol and The White House, we offer a distinctive alternative to standard boutique hotels in downtown Washington, DC.

Historic Morrison-Clark Hotel (Washington, DC)

Assessing Business Plans

Positioning

The Tread of Pioneers Museum is devoted to collecting, preserving and exhibiting the history of the Steamboat Springs area.

Tread of Pioneers Museum (Colorado)

This historic log cabin offers an unforgettable dining experience! The mysterious legend of the Greenbrier Restaurant is well known throughout the Smokies.

Better known is our cuisine. Hidden away on a hillside above Gatlinburg, this historic log cabin, built in 1939, offers a relaxed atmosphere for an unforgettable dining experience.

Greenbrier Restaurant (Tennessee)

Assessing Business Plans

Communications

B. Target Audiences

GOALS	AUDIENCE
Raise general 'top of mind awareness' of the facility and the plan for renovation and use with potential audiences To build future audiences To support public funding allocations To build a constituency for grant and foundation support	General Public
Raise awareness of project's solid plan and management and leadership and demonstrate the need for the project. To support private and public fund raising campaigns.	Donor Community
Raise awareness of project and its unique physical features and assets. To secure bookings.	User groups (potential tenants), including arts organizations, community organizations, the business sector, etc.

Edmonds Centre for the Arts (Washington)

Assessing Business Plans

Management

Background of the Squan Beach Life Saving Station Preservation Committee

Founded July 2005 and incorporated October, 2005 the Preservation Committee received nonprofit 501c3 status December 2005. As outlined in the By Laws,

- “The purpose is to preserve and maintain the Squan Beach Life-Saving Station as a historic site and maritime landmark in the Borough of Manasquan. This includes the development of maritime historic displays and presentations for public educational interest and presentations, a maritime environment for training purposes, office space for the Borough Historian and the Emergency Management Coordinator, meeting spaces for community civic groups and other approved activities that are consistent with the intent and purposes of this historic location.
- Membership of supporters over the time of the Committee’s organization has steadily increased: 2006; 100 members, 2007; 275, 2008; anticipate 350. With dues at \$20 per year per member anywhere from \$1150 to ~\$4500 annual revenue for operating expenses.

Squan Beach Life Saving Station (New Jersey)

Assessing Business Plans

Management

Volunteers

Volunteers will play an important role in the success of the Center. Knowledgeable and well-trained docents will lead tours and assist with education programs. Office volunteers will supplement paid staff to help ensure that staff can direct their attention, in particular, to events scheduled outside normal operating hours. Pro bono assistance from attorneys, accountants, museum and design professionals, and others will provide invaluable support and help to guarantee that the Center operates according to “best practices”.

Carnegie Arts Center (California)

Assessing Business Plans

Financial Projections

	2011	2012	2013	2014	2015
Building Use					
TOTAL FEES	0	\$5,000	\$8,000	\$12,000	\$13,000
Fundraising Activities and Events					
SPRING					
Roast Pork Dinner/Other	\$2,000	\$2,000	\$2,000	\$2,000	0
Raffle	\$3,000	\$3,000	\$3,000	\$3,000	0
SUMMER					
Quaking Festival	\$1,000	\$1,000	\$1,000	\$1,000	0
Clem Bake	\$4,000	\$4,000	\$4,000	\$4,000	0
FALL					
Arts Reception/Auction	\$3,000	\$3,000	\$3,000	\$3,000	0
Corporate Sponsors	\$2,000	\$10,000	\$10,000	\$20,000	0
Direct Mail Campaign	\$10,000	\$5,000	\$5,000	\$5,000	0
WINTER					
3 rd Story Theater Event	0	\$1,000	0	\$1,000	0
Clem Bowl	\$2,000	\$2,000	\$2,000	\$2,000	0
TOTAL FUNDRAISING	\$25,000	\$31,000	\$30,000	\$41,000	0
Grants					
TOTAL GRANTS	\$45,000	\$30,000	\$30,000	\$30,000	-
TOTAL PROJECTED REVENUE	\$70,000	\$66,000	\$68,000	\$83,000	\$13,000

	2011	2012	2013	2014	2015
RESTORATION COSTS (From Priority List pages 12-13)					
(excluding labor in-kind)	\$18,000	\$75,000	\$55,000	\$44,000	\$70,000
OPERATING EXPENSES					
Advertising	0	\$1,000	\$1,000	\$1,000	\$1,000
Bank & Merchant Fees	0	\$100	\$100	\$100	\$100
Insurance (Liability and Property)	\$1,000	\$1,000	\$1,000	\$1,500	\$1,500
Legal and Professional Fees	0	\$300	\$500	\$1,500	\$1,000
Office Expenses & Supplies	\$700	\$200	\$700	\$500	\$500
Postage and Delivery	0	\$100	\$200	\$100	\$400
Rent (on business property)	\$88	0	0	0	0
Sales & Marketing	\$500	\$500	\$1,000	\$1,000	\$1,000
Utilities, including web and telephone	\$500	\$1,000	\$2,000	\$3,000	\$4,000
License/Pass/Permits	0	\$100	\$200	\$300	\$300
Total Operating Expenses	\$2,198	\$4,300.0	\$6,300	\$8,200	\$10,300
TOTAL EXPENSES	\$20,198	\$79,300	\$61,300	\$52,200	\$80,300

Historic Warren Armory (Rhode Island)

Assessing Business Plans

Financial Projections

Financial Projections (continued)		2018	% Change	2019	% Change	2020	% Change	2021	% Change	2022	% Change	2023	% Change	2024	% Change
Operating Expenses															
Travel		\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Travel & Hospitality		\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Professional Services		\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Insurance		\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Health & Retirement		\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Depreciation		\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Office Expenses		\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Office Supplies & Postage		\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Printing		\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Postage		\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Telephone		\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Utilities		\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Repairs & Maintenance		\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Security		\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Professional Services		\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Software Development & Licenses		\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Contingency		\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Total Operating Expenses		\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Non-Operating Expenses															
Interest		\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Income Tax		\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Other		\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Total Non-Operating Expenses		\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Total Expenses															
Total Operating Expenses		\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Total Non-Operating Expenses		\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Total Expenses		\$0		\$0		\$0		\$0		\$0		\$0		\$0	

Topia Arts Center (Massachusetts)

Assessing Business Plans

Financial Projections

As the building becomes open to the public, other costs will be incurred; utilities, cleaning and minor maintenance, supplies, furnishings, displays, etc. The Preservation Committee is committed to providing financial assistance towards some of these expenses. The Preservation Committee would expect these costs to be shared by the building users, the Committee and the Borough, based on some allocation of space, amount of usage and fee structure. Major repairs to building, utilities, etc are not included.

The Preservation Committee anticipates funding its share of these costs by:

- Membership dues and fees
- Building user fees
- Fundraising events
- Small grants –public agencies and private foundations
- Estimate revenue \$20,000 to \$25,000 annually

Squan Beach Life Saving Station (New Jersey)

Contact Information

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