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-WBBA - Business Plan

West Bank Business Association
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Executive Summary

The West Bank Business Association is a nonprofit 501(c)3 organization working to serve the West Bank / Cedar-Riverside community. Our goal is to establish the West Bank as a thriving destination district. We do so in a number of ways: by coordinating the area's marketing efforts, by making connections between organizations, and by supporting the areas businesses, and by revitalizing the area's commercial corridor and nodes.

last revised October 2014

Organizational Info

History

Minneapolis was founded in 1855, on the west bank of the Mississippi river, opposite the falls of St Anthony. By 1870, Minneapolis on the west bank and St. Anthony on the east bank formed the largest flour-producing center in the world. Between 1860 and 1900, a thriving community of immigrants from Sweden, Norway, Denmark and northern Germany poured in to settle the Minnesota Territory, many of who worked in the milling and lumber industries on the Mississippi River.

The West Bank neighborhood of Minneapolis has historically been the place where immigrant energy, radical politics and campus culture collide.

That rich, occasionally volatile, history has created one of the most diverse neighborhoods in the Twin Cities. In the 1960s and 1970s, the area attracted hippies, intellectuals, actors, artists and musicians. Presently, the Cedar-Riverside neighborhood boasts the largest community of immigrants in the Twin Cities, continuing a long history of ethnic and cultural diversity. East Africans are the latest wave of foreign-born residents, following the Europeans of a century and more ago and the Vietnamese and other Asians of just twenty years back. The neighborhood is triangular-shaped with three definitive boundaries: the Mississippi River on the east side, Interstate 94 on the south side, and Interstate 35W on the west side.

Over seven thousand people live in this eclectic Minneapolis neighborhood known as the West Bank. The community is an interesting blend of tattooed punks, longhaired hippies and Somalian families. The West Bank brings artists, teachers, students, and scholars together across disciplines to share knowledge and ideas, talent and inspiration. The presence of the University of Minnesota and Augsburg Colleges contribute a progressive flavor to the neighborhood. The area is home to theaters, music clubs, coffee shops, sports bars, co-ops, unusual shops, ethnic and vegetarian restaurants, and historic buildings.

The West Bank Business Association, originally formed as the Cedar Riverside Business Association, originated to serve as a business representative to City Council. Since our inception, we have grown in scope to include programs such as the West Bank Music Festival, West Bank Crawl, and more. We also work with the City of Minneapolis to serve as an administrator for their Great Streets and Facade programs, which serve the West Bank area. The West Bank Business Association is supported by local funders including the City of Minneapolis, individual donors, service revenue, and paying member businesses.

Mission

The mission of the West Bank Business Association (WBBA) is to strengthen and celebrate the neighborhood by promoting the area and connections between its residents, businesses, institutions, and organizations.

Vision

Our vision is to help shape the West Bank area into a continually improved and thriving destination district, a vibrant place to live, learn, visit and work.

Our vision for the future of the West Bank:

- We aim to support local, independent businesses and retailers,
- We will nurture green space in our community,
- We show our value of the creative entertainment district by promoting and supporting the arts,
- We preserve the area's unique charms,
- We prioritize financial health, both of our organization and the businesses we serve
- We cultivate the West Bank district as fun, vibrant, - and easily navigable,
- We support holistic, community-led development reflective and aligned with our neighborhood's wants and needs.

Strategic Intent

We plan to execute our vision by focusing on the following methods and priorities

- **Membership / Engagement:** By serving area members we are not only supporting the unique, independent businesses that make the West Bank vibrant, but also working as an inclusive membership-led organization.
- **Marketing / Outreach:** By utilizing the right marketing strategies for our area, we will secure the West Bank's role as a valued destination district.
- **Programs:** Our programs help us achieve our stated goals. For example, Facade Grant program helps our area businesses improve their storefronts, improving the look of our commercial corridor. The Music Festival, West Bank Ride and other events establish our area as a destination district.
- **Organization / Infrastructure:** By strengthening our organization and increasing our capacity, we are able to offer better services to our members and district. We do this by cultivating a strong board and lots of volunteer participation throughout our programs.
- **Revenue:** By diversifying our revenue streams and securing needed revenue we will be able to execute our programs and purchase the capital and infrastructure investments we need to support the district.

Company / Program Info

Assets - Internal

The West Bank Business Association has many internal assets that help us thrive as an organization. Working committees comprised of members and volunteers help us make the most of our resources and also serve as a mechanism for stakeholders to engage.

- **Executive Committee** - supervises the executive director and guides the organizational board, sets board meeting agendas.
- **Parking Committee** - works as a liaison to the city on parking issues in the area, works to preserve parking; improving the perception of parking and access to current parking resources.
- **Festival Planning Committee** - organizes and implements the annual music festival.
- **Board Committee** - governs the organization and serves as a liaison to members.
- **Safety Committee** - works to promote and ensure Safety on the West Bank. (Joint committee of the West Bank Business Association, West Bank Community Coalition, and Cedar Riverside NRP.)
- **West Bank Ride Committee** - organizes and implements the annual West Bank Ride, promoting cycling and pedestrian traffic in the area.
- **Membership Committee** - serves the members by defining membership and membership benefits, helps with recruiting and outreach to members and potential members.
- **(New / name tbd) Committee** to continue volunteer-driven graffiti prevention and cleanup programs - currently quarterly - and expand on these efforts.

Online Assets

- WBBA - Audience Site (thewestbank.org)
- WBBA - Biz/Member Site (wbba.thewestbank.org)
- West Bank Ride site (www.westbankride.org)
- West Bank Crawl site (www.westbankcrawl.org)
- West Bank Festival Site (www.westbankfestival.org)
- Youtube
- Twitter
- Facebook
- MailChimp / enews

Assets - External

The West Bank area is home to many assets and resources.

Transportation

- A major hub for bus transit
- Connection to the Hiawatha LRT
- Connection to the University / Central Line LRT

Education

- The University of Minnesota
- Augsburg
- St. Catherine's

Thriving Commercial District

- 10+ entertainment venues including theaters, concert halls, and music venues
- Over 20 restaurants and bars
- A newly renovated hotel
- Over 10 health, wellness, and beauty locations such as salons and clinics
- Professional services such as travel, finance, and software consulting

Traffic

- The West Bank is not only home to over 7,000 residents, we also see a number of traffic come to the area in the form of students, guests, and through-traffic
- According to the neighborhoods small area plan, 10,000 - 20,000 cars pass through the West Bank on a daily basis.

Income level

- The median household income of the West Bank neighborhood is \$13,511 annually. (<http://www.mncompass.org/profiles/neighborhoods/minneapolis/cedar-riverside>)
- From the Small Area Plan: *"Market research indicates there is an untapped market in the institutions from thousands of employees with disposable income."*

Members / Key Partners

The West Bank Business Association introduced paid membership in 2011, and our numbers have been growing exponentially since. From 2012 to 2013 we increased to 29 paid members. 114 area businesses gives us the opportunity for continued growth. Our current business members include:

- Acadia Cafe
- Augsburg College
- Brian Coyle Center
- Cedar Cultural Center
- Courtyard Marriot
- Depth of Field
- Dilla's Bar and Restaurant
- Durable Images
- Fine & Associates
- Freewheel
- Keefer Court
- KFAI
- Korean Service Center
- Lottsa Tax
- Midwest Mountaineering
- Mixed Blood Theater
- Nomad World Pub
- Peoples Center
- Red Sea
- Southern Theater
- The Hub Bicycle Cooperative
- The Republic
- Theater in the Round
- Trinity Lutheran
- University of Minnesota
- West Bank Community Development Corporation
- West Bank Commercial Property Owners Association
- West Bank School of Music

Institutional Support

The West Bank area is privileged to house two institutions of higher learning: the University of Minnesota and Augsburg College. The West Bank Business Association regularly engages individual students or groups of students for specific projects, paid and unpaid. The West Bank Business Association currently works closely with these institutions through their programs, departments and dedicated staff.

CURA

The Center for Urban and Regional Affairs (CURA) at the University of Minnesota strives to be a nationally recognized model for university-community engagement. CURA is founded on the belief that partnership between the university and the community is mutually beneficial. Communities determine issues important to them, and provide an understanding of the context of these issues and the wisdom to shape how they can best be addressed to create vital places to live and work. The university contributes extensive knowledge and expertise to understand community issues and discover new approaches to address them. This model of engaged research leads to outcomes that strengthen the community and enrich academic research.

CHANCE

Cedar-Humphrey Action for Neighborhood Collaborative Engagement (CHANCE) is a program at the University of Minnesota, part of the Center for Integrative Leadership. The main goal of CHANCE is to strengthen the interdependent relationship between Cedar Riverside residents and business owners and the University of Minnesota through civic engagement programming that builds the capacity of all of us, as neighbors, to advance a shared vision.

Augsburg College

Augsburg has a team of staff dedicated to direct community engagement, including a Community Relations Director that is actively involved in the West Bank community. We work with Augsburg on long term planning and capstone projects, giving students hands-on opportunities for community impact.

St. Catherine's University (Satellite Campus)

St. Catherine's University is a new member of the West Bank Business Association. Future activity should include connecting with staff at St. Kate's to explore partnership opportunities.

Governance Structure / Advisors

The WBBA recently went through a bylaws revision and organizational overhaul. We updated our bylaws and implemented a new board governance structure, replacing an outdated delegate structure that was difficult to comply with and did not allow for us to flexibly represent the shifting cultural and institutional demographics of our neighborhood. These updates in our infrastructure also paved the way for us to apply for our nonprofit status and put the organization on a path to better serve the West Bank community.

Below is a list of our nominated board for 2013-2014.

Board Slate:

- David Markle - Self Employed in neighborhood
- Mary Mellen - Property Owner
- Jim White - Fine & Associates
- Dan Prozinski - Durable Images
- Glenn Folland - Depth of Field
- Cadillac Kolstad - Cadillac Kolstad Entertainment
- Michelle Kwan - Keefer Court
- Amano Dube - Brian Coyle Center
- Eunice Eckerly - Trinity Lutheran
- Mark Johnson - Cedar Cultural Center
- Todd Smith - Nomad World Pub
- Damon Runnals - Southern Theater
- Russom Solomon - Red Sea
- Jeff Radnich - Acadia Cafe
- Lynn Johnson - Resident, Property owner
- Susannah Dodge - Property Owner
- Brie Jonna - Mixed Blood

Identity / Brand

The West Bank area brand was created in 2011 with community input and guidance.



The West Bank area brand is used on district promotions as well as the area's signage and wayfinding banners.

In 2012, we wanted to make clear the distinction between the area brand (above) and the West Bank Business Association.

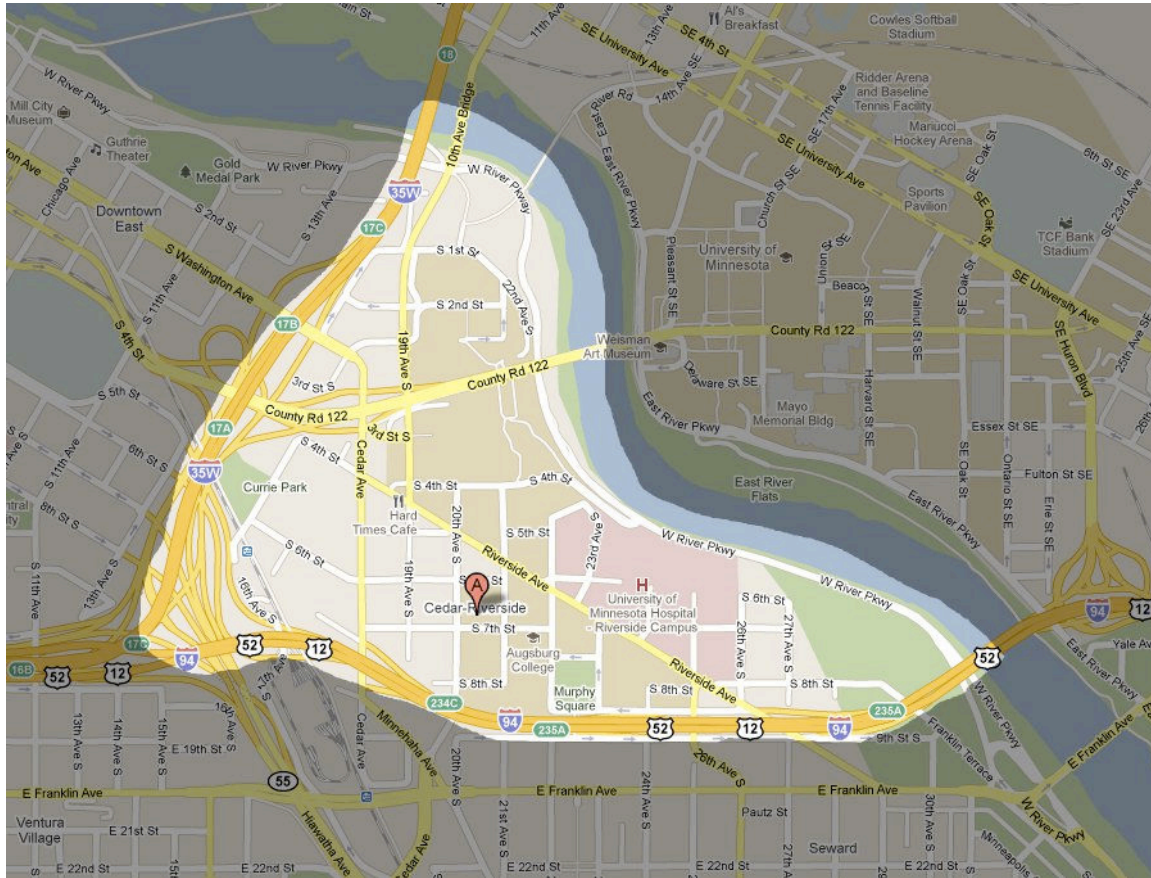
The organization's brand is shown below.



As part of our long term goals, we hope to refine / reshape the district brand with community input.

Area Information

Geography - Area served



The West Bank is bordered by the Mississippi River, I-94, and I-35W. The West Bank features bars, theaters, restaurants educational institutions, parks, a community center, and a variety of area nonprofits.

Demographics

Over 7,000 residents make up the West Bank / Cedar Riverside neighborhood, 41% ages 18-24 and 45% black/african american. Many area residents live at or below the poverty level. There are roughly 5,000 somali immigrants are living in the neighborhood. 50% of neighborhood residents are youth and young adults aged 18-24.

Source: http://www.mncompass.org/_pdfs/neighborhood-profiles/Minneapolis-CedarRiverside-102011.pdf

Execution of Strategic Priorities

Strategic Plan Outcomes - Summary of Long-Term Goals

Summary of Long Term Deliverables

(This will be copied from finalized strategic planning session)

Financial Implications

Summary of Financial Goals

Over the next five years, we hope to achieve the following

- Secure 501(c)3 status, availing ourselves to more general operational funds and grant funding
- Diversify our revenue streams, adding additional revenue sources
- Increase our staff and internal capacity
- Increase the amount of our operating revenue that comes from membership renewals
- As our organization grows in size, we hope to gradually increase staff capacity so that we can expand member services and make and maintain improvements to the area, such as way finding and directional signage

Specific goals

- Pay down our line of credit over the course of two years
- Secure 6 months of operating funds as a reserve within 5-10 years
- Increase our membership numbers each year to a minimum of 50 paid members in 5 years
- Introduce paid services revenue in 2014. Recognize first income from this offering in 2015, increasing annually (increments to be set along with annual budgets.)
- Add two staff persons over the course of the next five years: One full time marketing and communications person to represent the district and help with event programming, and one full time outreach and business coordinator to help with member outreach, translation, and member events

5 Year Finance Plan

Our five year budget was created by looking at our organization's past growth, planned future growth, and a growth comparison to other organizations of similar size/scope. It was reviewed and vetted by our organization's finance committee which is comprised of our Executive Director, Treasurer, Secretary, and 3-4 other board members.

2013 Budget

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Accrual Basis

West Bank Business Association

Statement of Financial Income and Expense

January through December 2013

	100 - Mgmt & General	500 - Member (300 - Program	600 - WBMF (300 - Program	625 - WestBank (300 - Program	300 - Program (300 - Program	Total 300 - Program	TOTAL
Ordinary Income/Expense							
Income							
4000 · Indirect Public Support							
4100 · Foundations	1,700.00	0.00	5,000.00	0.00	47,500.00	52,500.00	54,200.00
4125 · Government	0.00	0.00	0.00	0.00	28,890.00	28,890.00	28,890.00
Total 4000 · Indirect Public Support	1,700.00	0.00	5,000.00	0.00	76,390.00	81,390.00	83,090.00
4200 · Direct Public Support							
4225 · Membership Dues	5,010.00	0.00	0.00	0.00	0.00	0.00	5,010.00
4300 · Corporate Contributions	50.00	0.00	5,000.00	1,300.00	0.00	6,300.00	6,350.00
4350 · Business Contributions	0.00	0.00	104.05	0.00	0.00	104.05	104.05
4375 · Individual Contributions							
4399 · Ticket Sales	0.00	0.00	12,085.00	0.00	0.00	12,085.00	12,085.00
4375 · Individual Contributions - Other	0.00	0.00	12,168.00	100.00	0.00	12,268.00	12,268.00
Total 4375 · Individual Contributions	0.00	0.00	24,253.00	100.00	0.00	24,353.00	24,353.00
4200 · Direct Public Support - Other	180.00	0.00	0.00	0.00	0.00	0.00	180.00
Total 4200 · Direct Public Support	5,240.00	0.00	29,357.05	1,400.00	0.00	30,757.05	35,997.05
Total Income	6,940.00	0.00	34,357.05	1,400.00	76,390.00	112,147.05	119,087.05
Expense							
5000 · Payroll Expenses							
5025 · Salary	0.00	0.00	2,430.00	0.00	26,090.00	28,520.00	28,520.00
5050 · Employer Tax	0.00	0.00	0.00	0.00	12,102.88	12,102.88	12,102.88
5075 · Unemployment	2,609.00	0.00	0.00	0.00	0.00	0.00	2,609.00
Total 5000 · Payroll Expenses	2,609.00	0.00	2,430.00	0.00	38,192.88	40,622.88	43,231.88
5400 · Staff Training	240.05	0.00	0.00	0.00	1,500.00	1,500.00	1,740.05
5430 · Parking Fees	428.60	0.00	33.96	0.00	122.35	156.31	584.91
5500 · Insurance - Liability, D&O	2,045.29	0.00	0.00	0.00	66.00	66.00	2,111.29
6000 · Operations							
6025 · Supplies	0.00	0.00	1,132.00	45.07	651.25	1,828.32	1,828.32
6030 · Perishable Inventory Expense	0.00	0.00	1,366.46	0.00	0.00	1,366.46	1,366.46
6050 · Printing and Copying	245.80	0.00	1,722.23	1,350.70	1,671.69	4,744.62	4,990.42
6075 · Postage, Mailing Service	114.62	0.00	0.00	0.00	293.51	293.51	408.13
6175 · Telephone, Telecommunications	17.61	0.00	0.00	0.00	810.46	810.46	828.07
Total 6000 · Operations	3,091.97	0.00	4,254.65	1,395.77	5,115.26	10,765.68	13,857.65
6200 · Facilities and Equipment							
6225 · Rent	1,200.00	0.00	0.00	0.00	1,400.00	1,400.00	2,600.00
6250 · Equip Rental and Maintenance	119.99	0.00	8,785.65	0.00	119.22	8,904.87	9,024.86
6325 · Maintenance	0.00	0.00	0.00	0.00	317.77	317.77	317.77
6360 · Website / Internet	9.95	0.00	0.00	0.00	474.10	474.10	484.05
6200 · Facilities and Equipment - Other	0.00	0.00	0.00	0.00	650.00	650.00	650.00
Total 6200 · Facilities and Equipment	1,329.94	0.00	8,785.65	0.00	2,961.09	11,746.74	13,076.68
6400 · Contract Services							
6425 · Accounting Fees	457.00	0.00	0.00	0.00	0.00	0.00	457.00
6475 · Accounting, Administrative	375.00	0.00	0.00	0.00	0.00	0.00	375.00
6480 · Security	0.00	0.00	3,975.00	0.00	0.00	3,975.00	3,975.00
6490 · Music / Talent	0.00	50.00	9,100.00	0.00	600.00	9,750.00	9,750.00
6400 · Contract Services - Other	0.00	0.00	7,413.02	500.00	8,261.00	16,174.02	16,174.02
Total 6400 · Contract Services	832.00	50.00	20,488.02	500.00	8,861.00	29,899.02	30,731.02
6485 · Signage and Detour Contract Svc	0.00	0.00	440.00	0.00	0.00	440.00	440.00
6500 · Advertising	0.00	0.00	125.00	0.00	3,441.00	3,566.00	3,566.00
6550 · Sub-Grants	0.00	0.00	0.00	0.00	12,112.50	12,112.50	12,112.50
6575 · Permits & Fees	0.00	0.00	2,799.10	0.00	0.00	2,799.10	2,799.10
6600 · Subscriptions, Memberships, Dues	479.41	0.00	9.99	0.00	69.93	79.92	559.33
6625 · Meeting Expense	49.24	0.00	0.00	0.00	65.17	65.17	114.41
6630 · Meals & Entertainment	18.52	0.00	378.72	0.00	60.51	439.23	457.75
6700 · Business Expenses							
6750 · Annual Filing	25.00	0.00	0.00	0.00	0.00	0.00	25.00
Total 6700 · Business Expenses	572.17	0.00	3,752.81	0.00	15,749.11	19,501.92	20,074.09
6800 · Bank Charges							
6825 · Visa/MC Fees	13.75	0.00	0.00	1.94	0.00	1.94	15.69
6875 · Loan Interest	808.53	0.00	0.00	0.00	0.00	0.00	808.53
6800 · Bank Charges - Other	16.17	0.00	33.00	0.00	0.00	33.00	49.17
Total 6800 · Bank Charges	838.45	0.00	33.00	1.94	0.00	34.94	873.39
Total Expense	12,534.64	50.00	43,530.90	1,897.71	88,316.80	133,795.41	146,330.05
Net Ordinary Income	-5,594.64	-50.00	-9,173.85	-497.71	-11,926.80	-21,648.36	-27,243.00
Other Income/Expense							
Other Expense							
8000 · Ask My Accountant	0.00	0.00	-500.00	0.00	0.00	-500.00	-500.00
Total Other Expense	0.00	0.00	-500.00	0.00	0.00	-500.00	-500.00
Net Other Income	0.00	0.00	500.00	0.00	0.00	500.00	500.00
	-5,594.64	-50.00	-8,673.85	-497.71	-11,926.80	-21,148.36	-26,743.00

2014 Budget

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2014 Budget Estimate

				500 - Member Services	600 - WBMF	625 - WestBankR ide	300 - Program Services - Other			
				100 - Mgmt & General	(300 - Program Services)	(300 - Program Services)	(300 - Program Services)	Sub total 300 - Program Services	TOTAL	% increase from prior year
Ordinary Income/Expense										
Income										
	4000 · Indirect Public Support									
	4100 · Foundations		50,000.00		3,000.00	2,000.00	65,000.00	70,000.00	120,000.00	184.62%
	4125 · Government		7,500.00	30,000.00				30,000.00	37,500.00	100.00%
	Fiscal pass-Through			42,500.00				42,500.00	42,500.00	100.00%
	4200 · Direct Public Support									
	4225 · Membership Dues		10,000.00					0.00	10,000.00	133.33%
	4300 · Corporate Contributions				1,500.00		5,000.00	6,500.00	6,500.00	81.25%
	4350 · Business Contributions		2,500.00					0.00	2,500.00	100.00%
	4375 · Individual Contributions		2,500.00					0.00	2,500.00	100.00%
	4399 · Ticket Sales				5,000.00			5,000.00	5,000.00	43.48%
	4700 · Sales Revenue				2,500.00	250.00		2,750.00	2,750.00	52.38%
	4200 · Direct Public Support - Other									
	Service Revenue		1,000.00						1,000.00	0.55%
Total Income			73,500.00	72,500.00	12,000.00	2,250.00	70,000.00	156,750.00	230,250.00	126.34%
Expense										
	5000 · Payroll Expenses									
	5025 · Salary						90,000.00	90,000.00	90,000.00	180.00%
	5050 · Employer Tax						30,000.00	30,000.00	30,000.00	200.00%
	5075 · Unemployment						6,000.00	6,000.00	6,000.00	240.00%
	Health / Reimbursement						6,000.00	6,000.00	6,000.00	240.00%
	5400 · Staff Training						500.00	500.00	500.00	
	5430 · Parking Fees						2,000.00	2,000.00	2,000.00	250.00%
	5500 · Insurance - Liability, D&O						3,000.00	3,000.00	3,000.00	120.00%
	6000 · Operations									
	6025 · Supplies						3,000.00	3,000.00	3,000.00	150.00%
	6030 · Perishable Inventory Expense					1,000.00		1,000.00	1,000.00	100.00%
	6050 · Printing and Copying				1,000.00	2,000.00		3,000.00	3,000.00	120.00%
	6075 · Postage, Mailing Service						1,000.00	1,000.00	1,000.00	200.00%
	6175 · Telephone, Telecommunications			1,000.00				1,000.00	1,000.00	153.85%
	6200 · Facilities and Equipment									
	6225 · Rent			4,000.00				4,000.00	4,000.00	133.33%
	6250 · Equip Rental and Maintenance				1,000.00			1,000.00	1,000.00	50.00%
	6325 · Maintenance							0.00	0.00	
	6360 · Website / Internet		1,000.00					0.00	1,000.00	
	6200 · Facilities and Equipment - Other				400.00			400.00	400.00	100.00%
	6400 · Contract Services									
	6425 · Accounting Fees		1,500.00					0.00	1,500.00	125.00%
	6475 · Accounting, Administrative							0.00	0.00	
	6480 · Security				1,000.00			1,000.00	1,000.00	100.00%
	6490 · Music / Talent				2,000.00			2,000.00	2,000.00	200.00%
	6400 · Contract Services - Other		10,000.00		2,500.00			2,500.00	12,500.00	50.00%
	6485 · Signage and Detour Contract Svc				600.00			600.00	600.00	150.00%
	6495 · Wayfinding / Signage			5,000.00				5,000.00	5,000.00	60.98%
	6500 · Advertising		4,000.00	2,500.00	400.00			2,900.00	6,900.	

2016 Budget

2016 Budget Estimate

			500 - Member Services	600 - WBMF	625 - WestBank Ride	300 - Program Services - Other			
		100 - Mgmt & General	(300 - Program Services)	(300 - Program Services)	(300 - Program Services)	(300 - Program Services)	Sub total 300 - Program Services	TOTAL	% increase from prior year
Ordinary Income/Expense									
Income									
4000 · Indirect Public Support									
4100 · Foundations	60,000.00	15,000.00	10,000.00	2,000.00	65,000.00	92,000.00	152,000.00	123.58%	
4125 · Government		40,000.00				40,000.00	40,000.00	106.67%	
Fiscal pass-Through						0.00	0.00	0.00%	
4200 · Direct Public Support									
4225 · Membership Dues	10,500.00					0.00	10,500.00	105.00%	
4300 · Corporate Contributions			7,000.00		5,000.00	12,000.00	12,000.00	150.00%	
4350 · Business Contributions	3,000.00					0.00	3,000.00	120.00%	
4375 · Individual Contributions	3,000.00					0.00	3,000.00	120.00%	
4399 · Ticket Sales			15,000.00			15,000.00	15,000.00	130.43%	
4700 · Sales Revenue			6,000.00	500.00		6,500.00	6,500.00	123.81%	
4200 · Direct Public Support - Other									
Service Revenue	2,000.00						2,000.00	200.00%	
Total Income	78,500.00	55,000.00	38,000.00	2,500.00	70,000.00	165,500.00	244,000.00	133.88%	
Expense									
5000 · Payroll Expenses									
5025 · Salary						125,000.00	125,000.00	138.89%	
5050 · Employer Tax						35,000.00	35,000.00	116.67%	
5075 · Unemployment						8,000.00	8,000.00	133.33%	
Health / Reimbursement						8,000.00	8,000.00	133.33%	
5400 · Staff Training						500.00	500.00	100.00%	
5430 · Parking Fees						2,500.00	2,500.00	125.00%	
5500 · Insurance - Liability, D&O						3,500.00	3,500.00	116.67%	
6000 · Operations									
6025 · Supplies						3,500.00	3,500.00	116.67%	
6030 · Perishable Inventory Expense				2,200.00		2,200.00	2,200.00	110.00%	
6050 · Printing and Copying			1,200.00	4,500.00		5,700.00	5,700.00	114.00%	
6075 · Postage, Mailing Service						1,200.00	1,200.00	120.00%	
6175 · Telephone, Telecommunications		1,100.00				1,100.00	1,100.00	110.00%	
6200 · Facilities and Equipment									
6225 · Rent		4,400.00				4,400.00	4,400.00	110.00%	
6250 · Equip Rental and Maintenance			2,200.00			2,200.00	2,200.00	110.00%	
6325 · Maintenance						0.00	0.00		
6360 · Website / Internet	2,500.00					0.00	2,500.00	250.00%	
6200 · Facilities and Equipment - Other			450.00			450.00	450.00	112.50%	
6400 · Contract Services									
6425 · Accounting Fees	1,600.00					0.00	1,600.00	106.67%	
6475 · Accounting, Administrative						0.00	0.00		
6480 · Security			2,200.00			2,200.00	2,200.00	110.00%	
6490 · Music / Talent			2,200.00			2,200.00	2,200.00	110.00%	
6400 · Contract Services - Other	5,000.00		3,000.00			3,000.00	8,000.00	64.00%	
6485 · Signage and Detour Contract Svc			600.00			600.00	600.00	100.00%	
6495 · Wayfinding / Signage		5,000.00				5,000.00	5,000.00	100.00%	
6500 · Advertising	2,500.00	2,500.00	400.00			2,900.00	5,400.00	78.26%	
6525 · Contributions						0.00	0.00		
6550 · Sub-Grants						0.00	0.00	0.00%	
6575 · Permits & Fees			1,000.00			1,000.00	1,000.00	125.00%	
6600 · Subscriptions,Memberships, Dues		1,200.00				1,200.00	1,200.00	120.00%	
6625 · Meeting Expense	400.00					0.00	400.00	100.00%	
6630 · Meals & Entertainment	525.00					0.00	525.00	100.00%	
6700 · Business Expenses						0.00	0.00		
6750 · Annual Filing	25.00					0.00	25.00	100.00%	
6800 · Bank Charges									
6825 · Visa/MC Fees	50.00					0.00	50.00	100.00%	
6875 · Loan Interest						0.00	0.00	0.00%	
6800 · Bank Charges - Other	50.00					0.00	50.00	100.00%	
Put towards savings	10,000.00					0.00	10,000.00	100.00%	
Total Expense	22,650.00	14,200.00	13,250.00	6,700.00	187,200.00	221,350.00	244,000.00	100.10%	
Net Ordinary Income	-55,850.00	-40,800.00	-24,750.00	4,200.00	117,200.00	55,850.00	0.00		
Notes: Increasing staff positions - Communications + Outreach 3FTE									
Not a facade grant year - potentially									

2017 Budget

2017 Budget Estimate

			500 - Member Services (300 - Program Services)	600 - WBMF (300 - Program Services)	625 - WestBank Ride (300 - Program Services)	300 - Program Services - Other (300 - Program Services)	Sub total 300 - Program	TOTAL	% increase from prior
Ordinary Income/Expense									
Income									
4000 · Indirect Public Support									
4100 · Foundations	70,000.00	20,000.00	10,000.00	2,000.00	65,000.00	97,000.00	167,000.00	109.87%	
4125 · Government	7,500.00	40,000.00				40,000.00	47,500.00	118.75%	
Fiscal pass-Through		42,500.00				42,500.00	42,500.00		
4200 · Direct Public Support									
4225 · Membership Dues	11,000.00					0.00	11,000.00	104.76%	
4300 · Corporate Contributions			6,000.00		4,000.00	10,000.00	10,000.00	83.33%	
4350 · Business Contributions	3,000.00					0.00	3,000.00	100.00%	
4375 · Individual Contributions	3,000.00					0.00	3,000.00	100.00%	
4399 · Ticket Sales			15,000.00			15,000.00	15,000.00	100.00%	
4700 · Sales Revenue			6,000.00	500.00		6,500.00	6,500.00	100.00%	
4200 · Direct Public Support - Other									
Service Revenue	3,000.00						3,000.00	150.00%	
Total Income	97,500.00	102,500.00	37,000.00	2,500.00	69,000.00	211,000.00	308,500.00	169.27%	
Expense									
5000 · Payroll Expenses									
5025 · Salary						135,000.00	135,000.00	108.00%	
5050 · Employer Tax						40,000.00	40,000.00	114.29%	
5075 · Unemployment						9,000.00	9,000.00	112.50%	
Health / Reimbursement						8,000.00	8,000.00	100.00%	
5400 · Staff Training						500.00	500.00	100.00%	
5430 · Parking Fees						2,500.00	2,500.00	100.00%	
5500 · Insurance - Liability, D&O						3,500.00	3,500.00	100.00%	
6000 · Operations									
6025 · Supplies						4,000.00	4,000.00	114.29%	
6030 · Perishable Inventory Expense				2,400.00		2,400.00	2,400.00	109.09%	
6050 · Printing and Copying			1,400.00	4,600.00		6,000.00	6,000.00	105.26%	
6075 · Postage, Mailing Service						1,400.00	1,400.00	116.67%	
6175 · Telephone, Telecommunications		1,400.00				1,400.00	1,400.00	127.27%	
6200 · Facilities and Equipment									
6225 · Rent		4,600.00				4,600.00	4,600.00	104.55%	
6250 · Equip Rental and Maintenance			2,300.00			2,300.00	2,300.00	104.55%	
6325 · Maintenance						0.00	0.00		
6360 · Website / Internet	3,500.00					0.00	3,500.00	140.00%	
6200 · Facilities and Equipment - Other			500.00			500.00	500.00	111.11%	
6400 · Contract Services									
6425 · Accounting Fees	1,700.00					0.00	1,700.00	106.25%	
6475 · Accounting, Administrative						0.00	0.00		
6480 · Security			2,400.00			2,400.00	2,400.00	109.09%	
6490 · Music / Talent			2,400.00			2,400.00	2,400.00	109.09%	
6400 · Contract Services - Other	5,000.00		3,000.00			3,000.00	8,000.00	100.00%	
6485 · Signage and Detour Contract Svc			600.00			600.00	600.00	100.00%	
6495 · Wayfinding / Signage		4,575.00				4,575.00	4,575.00	91.50%	
6500 · Advertising	5,000.00	2,500.00	400.00			2,900.00	7,900.00	146.30%	
6525 · Contributions						0.00	0.00		
6550 · Sub-Grants						42,500.00	42,500.00	42,500.00	
6575 · Permits & Fees			1,200.00			1,200.00	1,200.00	120.00%	
6600 · Subscriptions,Memberships, Dues		1,400.00				1,400.00	1,400.00	116.67%	
6625 · Meeting Expense	500.00					0.00	500.00	125.00%	
6630 · Meals & Entertainment	600.00					0.00	600.00	114.29%	
6700 · Business Expenses						0.00	0.00		
6750 · AnnualFiling	25.00					0.00	25.00	100.00%	
6800 · Bank Charges									
6825 · Visa/MC Fees	50.00					0.00	50.00	100.00%	
6875 · Loan Interest						0.00	0.00		
6800 · Bank Charges - Other	50.00					0.00	50.00	100.00%	
Put towards savings	10,000.00					0.00	10,000.00	100.00%	
Total Expense	26,425.00	14,475.00	14,200.00	7,000.00	246,400.00	282,075.00	308,500.00	208.41%	
Net Ordinary Income	-71,075.00	-88,025.00	-22,800.00	4,500.00	177,400.00	71,075.00	0.00		
Notes: Increasing staff positions - Communications + Outreach 3FTE									

2018 Budget

2018 Budget Estimate

			500 - Member Services (300 - Program Services)	600 - WBMF (300 - Program Services)	625 - WestBan kRide (300 - Program Services)	300 - Program Services - Other (300 - Program Services)	Sub total 300 - Program	TOTAL	% increase from prior
Ordinary Income/Expense									
Income									
4000 · Indirect Public Support									
4100 · Foundations	70,000.00	30,000.00	10,000.00	2,000.00	65,000.00	107,000.00	177,000.00	105.99%	
4125 · Government	7,500.00	40,000.00				40,000.00	47,500.00	100.00%	
Fiscal pass-Through		42,500.00				42,500.00	42,500.00	100.00%	
4200 · Direct Public Support									
4225 · Membership Dues	11,000.00					0.00	11,000.00	100.00%	
4300 · Corporate Contributions			7,000.00		5,000.00	12,000.00	12,000.00	120.00%	
4350 · Business Contributions	3,000.00					0.00	3,000.00	100.00%	
4375 · Individual Contributions	3,000.00					0.00	3,000.00	100.00%	
4399 · Ticket Sales			16,000.00			16,000.00	16,000.00	106.67%	
4700 · Sales Revenue			6,000.00	700.00		6,700.00	6,700.00	103.08%	
4200 · Direct Public Support - Other									
Service Revenue	4,500.00						4,500.00	150.00%	
Total Income	99,000.00	112,500.00	39,000.00	2,700.00	70,000.00	224,200.00	323,200.00	177.34%	
Expense									
5000 · Payroll Expenses									
5025 · Salary						140,000.00	140,000.00	140,000.00	103.70%
5050 · Employer Tax						41,000.00	41,000.00	41,000.00	102.50%
5075 · Unemployment						10,000.00	10,000.00	10,000.00	111.11%
Health / Reimbursement						8,000.00	8,000.00	8,000.00	100.00%
5400 · Staff Training						500.00	500.00	500.00	100.00%
5430 · Parking Fees						2,500.00	2,500.00	2,500.00	100.00%
5500 · Insurance - Liability, D&O						3,500.00	3,500.00	3,500.00	100.00%
6000 · Operations									
6025 · Supplies						4,500.00	4,500.00	4,500.00	112.50%
6030 · Perishable Inventory Expense					2,600.00		2,600.00	2,600.00	108.33%
6050 · Printing and Copying			1,600.00	4,800.00			6,400.00	6,400.00	106.67%
6075 · Postage, Mailing Service						1,600.00	1,600.00	1,600.00	114.29%
6175 · Telephone, Telecommunications		1,600.00					1,600.00	1,600.00	114.29%
6200 · Facilities and Equipment									
6225 · Rent		4,800.00					4,800.00	4,800.00	104.35%
6250 · Equip Rental and Maintenance			2,600.00				2,600.00	2,600.00	113.04%
6325 · Maintenance							0.00	0.00	
6360 · Website / Internet	4,000.00						0.00	4,000.00	114.29%
6200 · Facilities and Equipment - Other			600.00				600.00	600.00	120.00%
6400 · Contract Services									
6425 · Accounting Fees	1,800.00						0.00	1,800.00	105.88%
6475 · Accounting, Administrative							0.00	0.00	
6480 · Security			2,600.00				2,600.00	2,600.00	108.33%
6490 · Music / Talent			2,600.00				2,600.00	2,600.00	108.33%
6400 · Contract Services - Other	5,500.00		4,000.00				4,000.00	9,500.00	118.75%
6485 · Signage and Detour Contract Svc			700.00				700.00	700.00	116.67%
6495 · Wayfinding / Signage		5,400.00					5,400.00	5,400.00	118.03%
6500 · Advertising	6,000.00	3,000.00	500.00				3,500.00	9,500.00	120.25%
6525 · Contributions							0.00	0.00	
6550 · Sub-Grants						42,500.00	42,500.00	42,500.00	100.00%
6575 · Permits & Fees			1,300.00				1,300.00	1,300.00	108.33%
6600 · Subscriptions,Memberships, Dues		1,600.00					1,600.00	1,600.00	114.29%
6625 · Meeting Expense	600.00						0.00	600.00	120.00%
6630 · Meals & Entertainment	700.00						0.00	700.00	116.67%
6700 · Business Expenses							0.00	0.00	
6750 · Annual Filing	25.00						0.00	25.00	100.00%
6800 · Bank Charges									
6825 · Visa/MC Fees	100.00						0.00	100.00	200.00%
6875 · Loan Interest							0.00	0.00	
6800 · Bank Charges - Other	75.00						0.00	75.00	150.00%
Put towards savings	10,000.00						0.00	10,000.00	100.00%
Total Expense	28,800.00	16,400.00	16,500.00	7,400.00	254,100.00	294,400.00	323,200.00	218.34%	
Net Ordinary Income	-70,200.00	-96,100.00	-22,500.00	4,700.00	184,100.00	-70,200.00	0.00		
Notes: Increasing staff positions - Communications + Outreach 3FTE									

Narrative Contingencies

If budget goals are met or exceeded...

As fundraising goals are met and exceeded, our priorities will be to:

- Pay down our line of credit
- Establish a 6 month operating savings
- Hire additional staff to increase capacity in alignment with deliverables submitted in grant proposals
- Create additional improvements to organizational infrastructure and assets as outlined in proposals (for example, upgrades to website)
- Invest in area way-finding and marketing tools in alignment with our long term goals

If fundraising goals and/or grant goals are not met:

- Lengthen the two year goal of paying down our line of credit
- Lengthen the time in which we hope to establish a 6 month operating savings
- Slow down the hiring of additional staff (any new staff hire or increase should only come with grant approval)
- Minimize projected improvements in tools (website updates / upgrades, etc)
- Re-prioritize fundraising strategy accordingly (decrease or increase grant applications as needed in lieu of other efforts such as service revenue, sponsorship, etc.

In the event of extreme deficit

- Board to assume a greater portion of fundraising /revenue generating duties
- Board to assist with capacity and program execution of current responsibilities
- Decrease / furlough staff as needed