



Business Plan

DAD'S CLUB



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I. Executive Summary

Introduction

The Dad's Club, Inc. is a 501(c) (3) non-profit organization offering young people a healthy environment where they can share time with their Dads and their families. By providing youth programs and activities, **The Dad's Club** encourages healthy relationships between parents, children, and their siblings.

The primary focus of the organization is to emphasize the value of a father's role in his children's lives and the far-reaching impact of his influence. A Dad's guidance contributes to the development of a child on a much deeper level than initially seen when they are very young. His participation in the family has a significant impact on the child, in the community, and ultimately, to the nation and the world around him. The message **The Dad's Club** sends is this: "Dads uniting with their children" creates happy, healthy children and families.

In its next 12 months, the Company plans on receiving \$20 million in grants and \$24,000 in donations. These funds will be used to: 1) expand the Organization's activities, 2) purchase land and construct a youth center and 3) purchase land and build a youth camp. In succeeding years, **The Dad's Club, Inc.** plans on receiving several million dollars annually in donations and grants.

The Need

There is a need in our society today for any organization that can help promote family involvement and participation, especially when the organization encourages Dads to interact with their children. An organization that can provide a safe environment for our young people, along with their families, helps our communities grow stronger. The ultimate effect these strong family units have on our nation and its citizens is limitless.

More often than we care to admit, we hear a media report describing how some child has lost his/her direction and has performed some outrageous crime on society. *No one* can argue youth crime is on the rise. We cannot stop all unjust behaviors, but we can support organizations that give American youth and their families a foundation to build upon and an opportunity to interact with one another on a physical and emotional level.

The result of children spending quality time with their father can be seen through the revolving door of communication. Boundaries become blurred and direction lost when the head of the household does not participate in the lives of his children. In order to produce healthy, productive, happy children, we need to help provide places that encourage family involvement.

Many families in America today have nowhere to turn when it comes to family recreation and activity space. Their homes are either too small or they do not have the proper finances to support designated recreational areas. Youth centers and youth camps create this positive environment for these individuals. Both the business community and private citizens want to promote a stronger America, and they can do it by supporting America's families.

Operations Model

The Dad's Club, Inc. targets the parents of families, especially fathers and single mothers, and their children and siblings. The organization has a burning desire to bring parents closer with their children and children closer to their siblings.

At the youth center, the organization will encourage family participation on all levels. The center will be located along the 15 Freeway between Hwy 395 & Oak Hill Road in the city of Hesperia, California where it will easily be seen. The youth camp will be located in the city of Phelen, California.

Both facilities operated by the organization two are conveniently located. The location of the youth center was selected because of its easy access in the High Desert area and for its clear visibility. Since it is centrally located, many surrounding city residents will find it easily accessed and affordable.

The camp is located in a picture perfect environment at the base of the Wrightwood Mountains and will encourage children to

experience camp activity in the Summer and Winter months. The serene, scenic setting will be inviting to all who participate. As the camp is the only one within 20 miles that offers more specialized activities than their neighboring camps, **The Dad's Club** is expecting great response.

The organization does not advertise, but as a non-profit organization is dependent on community businesses and private citizens for grants, gifts, donations, contributions and support.



Services Provided

The Dad's Club, Inc. will build a youth center and youth camp where children of all ages, and their parents, can go to spend quality time together. These two facilities will offer academic support, skill training, and a place to spend their idle time; in general these two locations will give young people a place where they can learn and participate in healthy activities. **The Dad's Club, Inc** intends to encourage family participation and sibling involvement.

The Dad's Club, will be unlike any other organization. It will offer youth a wide variety of opportunities to support their need for love, affection, respect, self-esteem, fun, education, fellowship, and direction toward future vocation. It will be fully equipped to handle thousands of children, teens, young adults, and their families.

Growth Plans

The growth opportunities for the organization are many. First and foremost, is the opportunity to build its facilities in the geographic area of the communities of the High Desert. The organization will utilize various means of promoting its two facilities: the 40-acre youth center in Hesperia, California and the 20-acre youth camp in Phelen, California at the base of the Wrightwood Mountains.

The Dad's Club, Inc. will build a solid membership and reference base in its first year of operation that can be used to leverage its growth. The Organization will reach out to young people and their families in the above targeted areas while utilizing multiple venues to gain public support and recognition.



Financial Projections

Financial projections for The Dad's Club, Inc. demonstrate that the Organization will utilize the requested funding to start the growth efforts. The Organization projects a steady source of funding over the next five years as its plan is implemented.

Five Year Projections (\$1,000's)					
	Year 1	Year 2	Year 3	Year 4	Year 5
Revenues	\$20,057	\$10,239	\$10,614	\$6,100	\$6,355
Total Expenses	\$776	\$1,652	\$1,807	\$1,907	\$2,003
Net Surplus	\$19,281	\$8,587	\$8,807	\$4,192	\$4,353
Cash Flow	\$785	\$6,487	\$9,718	\$5,114	\$5,286
Fixed Assets	\$256	\$236	\$205	\$163	\$110
Real Estate Assets	\$18,240	\$20,360	\$19,480	\$18,600	\$17,720

Financial Needs and Use of Funds

The five-year plan for the organization seeks an initial \$20 million grant for land and construction costs. The Dad's Club, Inc. plans on building a youth center in the city of Hesperia, California and to construct a youth camp nearby. Other funding sources will be



used to address payroll, operational costs and to establish educational and recreational youth programs.



II. The Enterprise

Mission Statement and Vision

The Dad's Club encourages the relationship between fathers and their children and also helps the "other dad", the single parent mother, to enhance the quality of family life and the interaction with the community by providing programs, activities, resources, and mentors. The Organization will create an environment for every child to access the positive teachings and love of a father-figure, giving them the opportunity to lead a healthy, honest, productive, and successful life and the skills to teach another the same.

The goal of **The Dad's Club** is to enrich the quality of family life and teach children how to interact in a positive way within the community. Through the organization's designated programs, activities, resources and mentors, **The Dad's Club** is building an environment where children will feel safe, secure and valued.

Children at the center and camp will learn information that will enrich their lives and benefit the community. Our goal is to show children how to lead productive, healthy, honest and successful lives one day at a time. An exciting by-product of our program is children who are exposed to the center's guidance and teaching will pass their learned values and knowledge along to other siblings and children. The far-reaching impact these lessons have on participants will in turn have a positive effect on our country as a whole. There is no limit to what a child can accomplish when he or she feels loved by a male role-model. The child's father would be the perfect person for the job, but in his absence, other father-figures can and do have a huge impact on the self-worth of a child.

Objectives

The Dad's Club, Inc. will become a successful non-profit organization aimed at creating healthy relationships within families. The primary objective of the organization is to create a healthy environment where fathers and their children can interact in a positive manner through activities and programs designed to bring them together.

The Organization intends to teach children how to be responsible, honest, and trustworthy. By offering organized activities and programs designed to harness these goals, we believe we will develop children who will hold steadfast to their values, maintain strong character, and firm resolve. To accomplish these expectations, we will grow the center and build the sustainable membership. The Organization in its first 12 months will:

- Purchase center/camp property ranging from 20 to 40 acres
- Attract an experienced and professionally trained staff of 19 people consisting of (but not limited to):



- Administrative Assistant
- Receptionist
- Public Relations Director
- Fund-Raising Director
- Volunteer Director
- English Teacher
- Math Teacher

- Design two facilities of approximately 2,500 square feet each that will be located near the main complex.

- Design one main, multi-purpose facility of approximately 50,000 square feet.

In succeeding years, **The Dad's Club, Inc.** will:

- Design and build a variety of facility activity spaces such as, (but not limited to):
 - Baseball field with lights
 - Full Size Basketball Court
 - Skateboard Park
 - Game Room
 - Boxing Ring
 - Marshal Arts Studio
 - Dance Studio
 - Music Rooms
 - Pool
 - Counseling Rooms
 - Automotive Training and Repair Center

- Grow the annual number of new participants each year.

- Develop a reputation that will attract young people and their families.

- Achieve excellent loyalty by creating healthy relationships within families.

- Attract additional staff including:
 - Auto Mechanic/Teacher
 - Sports Director
 - Theater Arts Director
 - Camp Director
 - Dietician
 - 2 Dieticians/Cooks
 - Landscaper
 - Maintenance/Janitorial
 - Drivers



Organization

1. Legal Structure

The Dad's Club, Inc. is a 501 (c) (3) non-profit organization founded in the state of California in May of 1997. Mr. John M. Farace serves as President and CEO, Scott R. Dutenhoefer is Chairman, Solomon Shapiro is the Executive Vice President, Kathy Farace is Vice President and Programs Director, John Daciolas is Treasurer, Michael L. Farace is Director Information Technologies, and Keith B. Holcomb is the CPA and a consultant.

2. Location

The Corporation's principal place of business is currently located in Victorville, California. The Dad's Club's youth center and corporate office will be located in Hesperia, California, along the Interstate 15 freeway between Highway 395 and Oak Hill Road, occupying approximately 20 acres. Three main buildings will be constructed; two of which will be approximately 2,500 square feet and stand on each side of the 50,000 square feet multi-purpose main facility. This facility will be fully equipped to serve the needs of thousands of children, teens, young adults and their families.

3. Intellectual Property

The Dad's Club, Inc. operates the website: www.dadsclub.org to market its services. The Company also owns www.dadsclubinc.org and www.dadsclubinc.com. No other proprietary intellectual property is owned at this time.

Historical Background

Mr. John M. Farace helped start the Dad's Club at Prado View Elementary School in 1996 and served as its President for two years. He has worked with principals, administrators, teachers, parents, fire and police departments, and the Parent Teacher Association. He and his volunteer staff have successfully and positively influenced the lives of hundreds of young people.

Much work has been done in preparation for growing this Organization. The Dad's Club, Inc. has developed a substantial amount of research related to the viability, need, demand, operational difficulties, and opportunities for this type of organization.

Areas assessed include, but are not limited to:

- Need
- Other not-for-profit organizational models

- Economics
- Demographics
- Start-up & Operational costs
- Availability of qualified personnel
- Land and location
- Facilities

Start-up Analysis

The Organization anticipates an initial capital requirement of \$20 million to launch its plans. These funds will be used to purchase land and construct facilities for both a youth center and a youth camp.

The Organization balance sheet prior to this investment and immediately after start-up is shown in the table on the following page. Upon initial grant funding, **The Dad's Club, Inc.** will spend \$320,000 on Capital Equipment and allocate \$19,000,000 towards land purchase and construction of facilities. Cash on hand after these expenditures will be \$680,000. (See following table)

Balance Sheet Prior To and After Investment		
	Prior to Funds	After Funds
Assets		
Current Assets		
Cash	\$0	\$680,000
Inventory	\$0	\$0
Undeposited Funds	\$0	\$0
Total Current Assets	\$0	\$680,000
Fixed Assets		
Equipment	\$0	\$320,000
Total Fixed Assets	\$0	\$320,000
Real Estate Assets		
Property and Facilities	\$0	\$19,000,000
Total Intangible Assets	\$0	\$19,000,000
Total Assets	\$0	\$20,000,000
Liabilities and Equity		
Current Liabilities		
Accounts Payable	\$0	\$0
Loan Payable	\$0	\$0
Other Current Liabilities	\$0	\$0
Total Current Liabilities	\$0	\$0
Long Term Liabilities		
Bank Note	\$0	\$0
Total Long Term Liabilities	\$0	\$0
Total Liabilities	\$0	\$0
Net Assets		
Initial Contributions	\$0	\$0
Restricted	\$0	\$0
Unrestricted	\$0	\$0
Retained Excess Income	\$0	\$0
Current Year Excess Income	\$0	\$20,000,000
Total Net Assets	\$0	\$20,000,000
Total Liabilities and Net Assets	\$0	\$20,000,000



III. The Business Concept and Need

Market Need

There is a great need in our society today to help support community families. In a day where some children have seemed to have lost their direction, parents and communities can reverse the trend with healthy alternatives to walking the streets or hanging out in front of a television set.

The Dad's Club, Inc. is providing a place where all nationalities, races, religions, genders, and social standings of individuals can spend quality time together sharing their life with the lives of others. According to the U.S. Census, there has been a 54% increase in the number of men who stay at home while their wives work; 3.6 million in 2003 vs. 2.4 million in 1986. This statistics show a changing America.

The United States government has also taken a stand on family values and has set funds aside to assist any organization that encourages family growth through local programs and activities. As many as 15 million children are left alone at home after school each week, and for their parents at work, these hours are filled with fear and anxiety.

Hillary Clinton stated in a question and answer program called, "Talk It Over" that between the hours of 2 and 8 PM is when children are most likely to get into trouble. She went on to say:

"This is when most juvenile crime is committed and when a child's risk of becoming a victim of crime is greatest. After-school programs offer a wonderful opportunity for children not only to be protected and safe after school but to engage in educational activities as well. Successful after-school programs offer children safe places to do their homework, and counseling to help keep them away from drugs and violence."²

In order for a community to grow strong they must first look to their youth and see what can be done to strengthen their character and value system. Just as a tree grows tall and straight when it is fed by strong, healthy roots, a child needs parental closeness and guidance to become a solid, productive citizen. **The Dad's Club, Inc.** provides children with positive role models along with parent and sibling involvement at their facilities. The center's mentors are dedicated to directing and guiding children through a variety of activities and programs designed to build character and personality when parents are unavailable to do so. Happy, healthy, and active children will produce a better America for all of us.

Within the initial targeted geographic area of **The Dad's Club**, there are not enough community youth centers to serve citizens in the High Desert area. The proposed youth

center and youth camp will become the largest and most comprehensive facilities in the Southern California area.

High Desert communities are growing in population. There are literally thousands of new young families moving into the area. Consequently, these families have nowhere to turn for support of community youth activities and programs. **The Dad's Club** has designed ways to unite Dad's with their children and families to each other.

The growing needs of expanding multi-city communities are vast and our organization is there to provide that support. **The Dad's Club** is an organization ideally situated to attract families from the entire High Desert area.

Services

The Dad's Club, Inc. provides the following services and activities at their Youth Center:

Services:

- Youth programs and activities
- Year-round camp facility
- Youth center that is open seven days a week
- Trades training to underprivileged youth
- On-site medical services

Facility Features:

- | | |
|---|--------------------------|
| ▪ Baseball Field w/ lights | ▪ Music Room |
| ▪ Full size Basketball Court | ▪ Pool |
| ▪ Arts & Crafts Room | ▪ Library |
| ▪ Game Room | ▪ Boxing Ring |
| ▪ Skateboard Park | ▪ Work-out Room |
| ▪ Computer Room | ▪ Counseling Center |
| ▪ Automotive Training and Repair Center | ▪ Administrative Offices |
| ▪ Full Kitchen | ▪ Marshal Arts Studio |
| ▪ Health/Dental Care Center | ▪ Dance Studio |
| ▪ Movie Room | |

Activities:

- | | |
|--------------------------------|---------------------------------------|
| ▪ Day-of-the-Reader/School BBQ | ▪ Ice Cream Socials and Pizza Parties |
| ▪ Father/Daughter Dance | ▪ Baseball Games |
| ▪ Camp-out/Sleepovers | |

- Might Ducks Hockey Games
- Gift-A-Christmas Program
- Cooking Classes
- Dance Classes

Services & Events

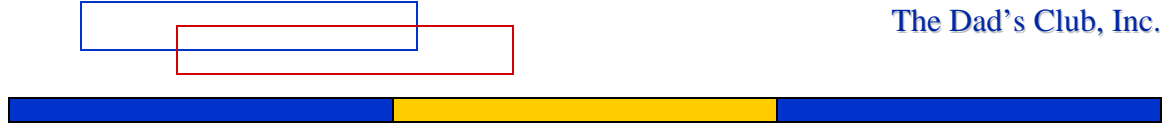
Dad's Club Youth Center - We plan to provide a wide variety of programs for kids of all ages where they can have fun, receive educational support, including elective and extracurricular opportunities, such as auto mechanic training, dance classes, arts and crafts, music lessons, sporting events, computer training, reading and math classes, and entertainment. Within our facility, we will also provide family counseling and a health and dental center facilitated by professional volunteers. Tutoring will be provided to help children understand their studies. A cafeteria will be included for convenience. The youth center will be a place that families can join their children and participate in programs and periodic festivities. Parents need a place to enjoy time with their children that is affordable; children want places to go where they can feel safe. Our neighboring communities need a place they can truly be proud of; a place like **The Dad's Club** where dads take pride in community families.

Youth Camp – Most adults can tell you one of their favorite childhood memories is when they spent time at camp. Today it is difficult to find a camp that families with multiple children can afford to send their children; “Camp Apollo” is just that. With 20 to 40 acres of specially designed property we can serve kids and families with specialty camps to meet a wide variety of needs. We will provide individual camps for elementary-school aged children, as well as junior and senior high school students.

We also would like to host bereavement camps for children who have lost a loved one. Our trained volunteers and specialized programs will give these young people the opportunity to deal with their personal loss and help them to heal. We will also have family camps designed to build communication and trust within families.

Camp Apollo was named after Apollo 13 where failure is not an option and overcoming great obstacles is something in which we can take pride.

Day of the Reader – Dad's Club Day of the Reader is a special program between the school principal, administration, teachers, and fathers of the students. It is a great opportunity for the fathers to show their children that they are more than just muscle and that they really care about their child's education, especially their ability to read. We let the children know that even though we as fathers need to work to support our families, we also are there to support them and their literacy. During the day, fathers go from classroom to classroom reading to the children at their level and having fun with them. We also go one step further by inviting the fathers of the teachers to participate in the program promoting fun and support to the teachers; after all teachers have fathers, too!



Gift a Christmas Program – This program keeps with the spirit of Christmas giving and bringing a smile to as many children's faces as possible. We obtain the names of needy families from churches, city hall, police and fire departments, and many other sources. We then qualify the families making sure that the neediest, that otherwise would not be having a Christmas, are able to celebrate one. Together, the Dad's Club, local fire and police departments along with fathers, mothers, and children gather and sort out the names of the families by gender and age to match the requests of the children with the gifts received. If money is donated, we then purchase the gifts that were requested. For each family, we prepare a Christmas tree with trimmings and a box filled with enough food to go far beyond just the Christmas dinner. Each gift is dotingly wrapped separately, and every tag reads from 'Santa' or 'Dad & Mom' as we want the children to give the recognition to the parents not the Dad's Club.

Father-Daughter Dance – A night to remember! Dad's Club sponsors an evening of fun and elegance to young girls who need the affirmation that only a father can give. For those young ladies without a father or positive male figure in the home, we work with volunteer 'dads' so that each girl has an opportunity to participate in this memorable event.

PLAN – Parents Learning About Necessities – This evening is for parents only. We ask a family care professional to speak to our parents about differing topics that pertain to family health. A reception follows where tables of community family resources of all kinds are available. Parents are encouraged to interact with each other so they may share and support each other through common goals.

Community Care – Taking it to the streets. The fathers sponsor and organize an event where select areas are chosen and parents and children work side-by-side in a clean-up or repair of the community. In order to demonstrate the organization's gratitude for all the hard work involved, we will host a BBQ at the end of the event.

Mentor's Program – The Dad's Club connects trained volunteer father-figures with children who are deprived of the valuable influence of having their own father present. We recognize the vast needs of single parent family homes and the degree in which children in these homes are affected. The "other dad" (single mothers) often seek positive support from the community to help set good solid values for their children.

Special Events - From baseball and hockey games to sleep-overs and camp-outs, the Dad's Club continues to provide opportunity for family fun and relationship building.



IV. The Market

Overview

As the saying goes, “Time Flies” and in today’s fast-paced world, that saying could not be closer to the truth. Many parents have heard themselves say, “Before we knew it, our kids were all grown up.” Parents often feel the pain of their children leaving home to go out on their own; often this is when they leave for college.

When a family is close everyone benefits. The problem with our society today is the demands of our jobs and day-to-day household activities can add extra stress to our already busy schedules leaving us tired and worn out.

It is very common to hear people complain about being tired and stressed from their daily commute to work and from all of the demands placed upon them by their office and home. The problem with carrying these types of schedules is, more often than not, quality time with our children gets put on the back burner or squeezed out altogether.

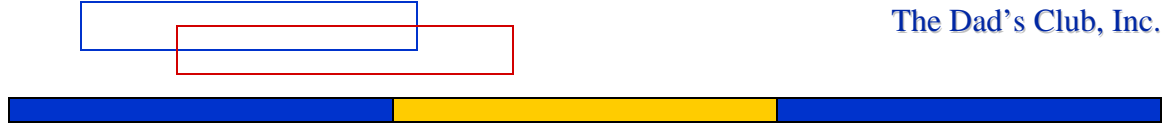
Parents will miss out on something very special if they let this happen. They will find themselves looking back amazed at how quickly the time flew. Often after the children have left home, they realize they didn’t know their children at all.

One of the most important jobs a parent has is to shape their children’s values; this can only be done if the parent spends time with their child. As children grow older a parent has the opportunity to see what a good frame of reference they have provided for their children. This usually is presented in the form of peer pressure and popular culture.

The reward of spending more time with children is the opportunity to watch them develop healthy friendships, skill-building activities and identifying their strengths and abilities.

As children grow older they search for independence, but it does not mean they do not want to spend time with their parents. Interestingly enough, most studies show children do like to spend time with their parents; it gives them a feeling of security and well-being. Part of what nurtures a child to want to spend more time with their parent is when the parent sets fair rules and the appropriate amount of freedom for the age of the child. When this is accomplished the parent/child relationship strengthens and everyone enjoys each other’s company.

Building a relationship between parent and child requires time and communication. With schedules as busy as they are for most American families these priorities, which are foundational in establishing values, morals and self respect, are too often replaced with everyday routines. Prime opportunities to communicate are overlooked. One way to accomplish these goals is to take advantage of the one-on-one time that just happens in an



ordinary life such as while the evening meal is being prepared, talking during a car ride or while working on household chores or running errands. The important thing is for parents to always keep in mind that kids need their parents to be the initiators of communication and to make the best of every moment spent together.

Quality time does not mean sitting in front of a television. It does mean communicating in a positive and rewarding manner. People who spend quality time together usually speak in an upbeat tone and with purpose. Talking to a child and listening to their opinions can build strong bonds and deposit secure, confident self worth.

Parents may want to know how they can best 'strike up a chat' with their child. The answer to that question is to ask them a question that requires more than a 'yes' or 'no'. Ask for explanations or detail about a book they may be reading, maybe talk about their school friends or school activities.

When talking to teens and older children, it is important to remember these individuals are young people and their issues outside the home are potential dangerous, if not discussed in detail. If a parent takes time to discuss the meaning of a movie or an advertisement they just watched with their child, they might be surprised with the response they receive. It is important that teens are asked their opinions to help shape their identities.

When a parent discusses the problems they experienced during the day with their child, the child will feel more inclined to do the same. Resolving problems in a positive way is useful to children. Recent studies have revealed most youths turn to their parent first for solving difficult problems.

Spending time with children requires more than 'talk', special time set aside is a great way to stay close. Attending sports events your child is active in is a great way to show support. If a child likes creative arts, maybe the parent should join a class with them. Exposing kids to places, people, activities, and new ideas is a great way to stimulate their minds and imaginations; providing them with a menu of tempting choices can be fun.

Pursuits such as taking trips, looking at art, gazing at starts and playing games, require planning, forming and solving involve identifying choices and thinking about the results of those choices.

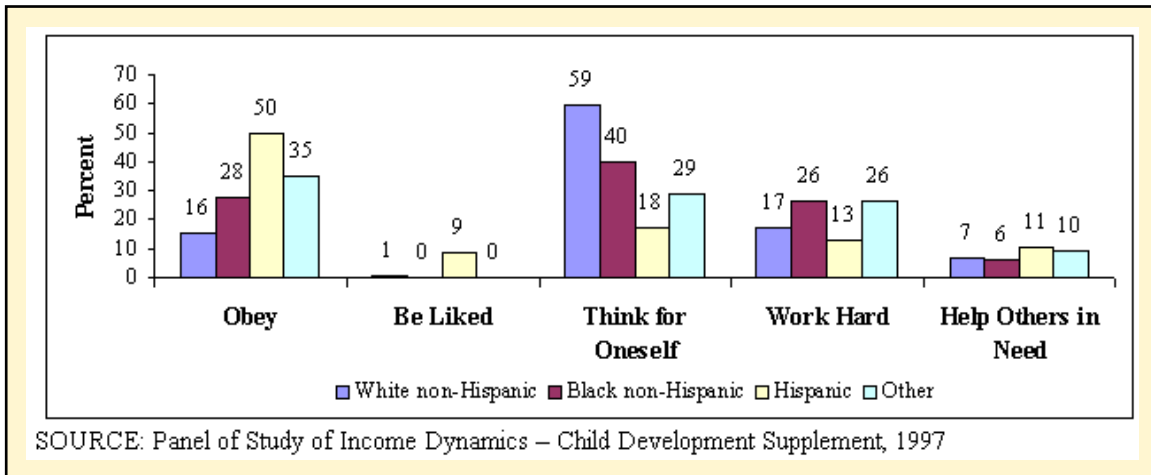
In a recent survey by the U. S. Department of Health and Human Services, Charting Parenthood: A Statistical Portrait of Fathers and Mothers in America, much insight to family core beliefs were discovered. The survey stated:

“The types of values that parents seek to instill in their children provide the foundation and direction for their moral and ethical growth. Contemporary research suggests that the development of children's moral sense is contingent upon many factors including experiences with parents

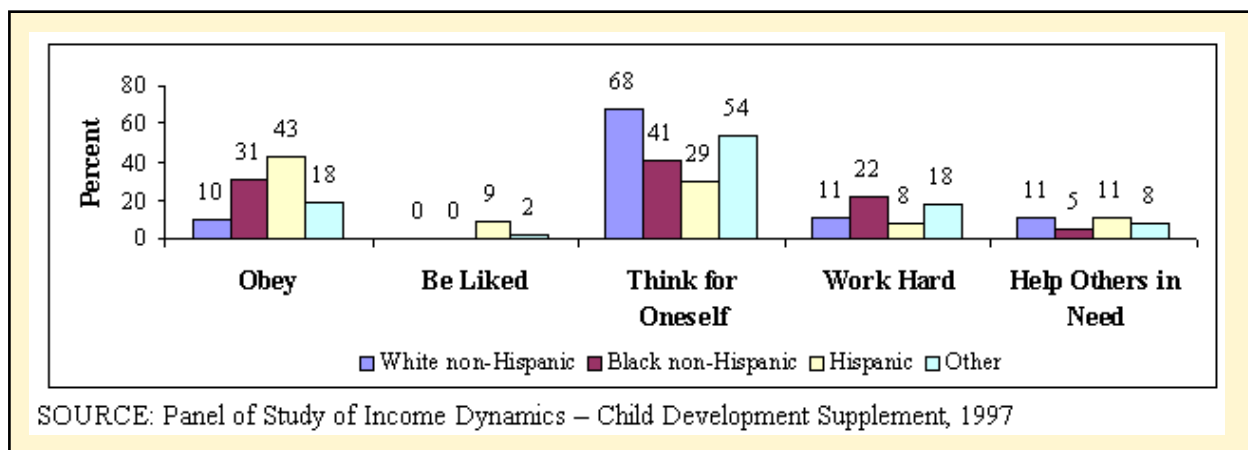
and peers and wider cultural influences. Research examining family interactions indicates that children achieve more advanced levels of moral reasoning when their parents engage them in rational styles of discourse. Evidence suggests that parental modeling plays a key role in the formation of pro-social behaviors, such as volunteering and charitable giving, and that such influence is well underway by the age of 30 months.”

From the Panel Study of Income Dynamics, in the Child Development Supplement (PSID-CDS), five items were examined to assess the sorts of values parents would like to see instilled in their children. Five qualities were identified: obedience, popularity, independence, hard worker, helper; parents were asked to report which of these qualities they felt were the most important for the child to learn (children under the age of 13) to prepare him/her for life. These questions were asked in 1997 and reported to the U. S. Department of Health and Human Services.

Qualities That Fathers Think are Most Important For their Child to Learn (Under Age 13), by Race of Father



Qualities That Mothers Think are Most Important For Their Child to Learn (Under Age 13), by Race of Mother



P4 - Parents' Beliefs About Raising Children

Parents who seek to instill values in their children do so by providing direction and a foundation for their moral and ethical growth. According to contemporary research, the moral sense of children is contingent upon many factors. One of these factors is the experience they have with their parents; another is their interaction with peers and the cultural influence as a whole.

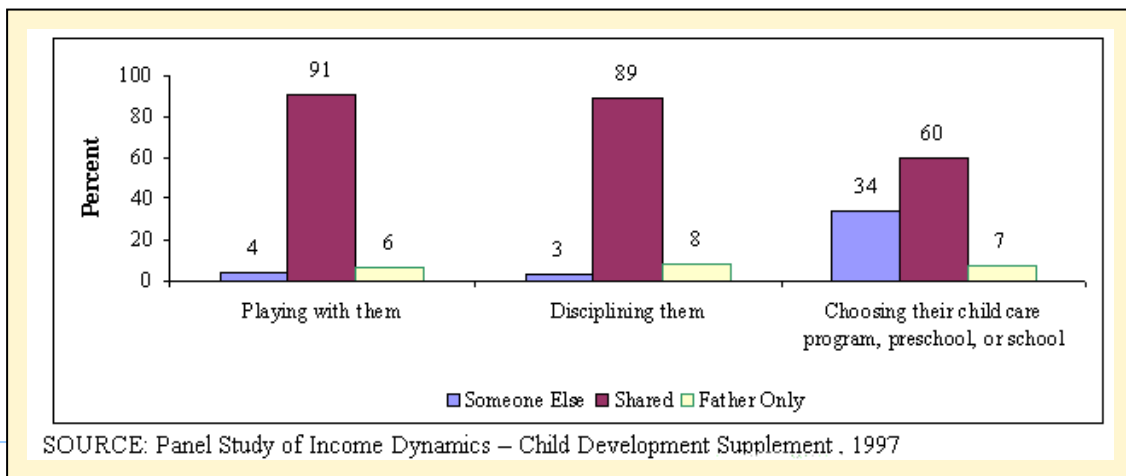
Research tells us that children achieve more advanced levels of moral reasoning when their parents demonstrate rational styles of discourse. Parents who model a key role in the formation of pro-social behaviors influence their children at an early age; research suggests these values are in place by the age of 30 months.

According to recent studies, mothers and fathers see their roles as quite different within the family unit. Fathers tend to assume a greater role in playing with their children, while mothers generally assume the primary caretaker role; both have a significant impact on child development. Moral values are developed gradually through interpreting, transforming, and evaluating the norms of their parents.

Children with parents that are involved in the school activities of their children have more positive educational outcomes, higher aspirations, and increased graduation rates. Research shows that children who have fathers who participate in school activities show a decrease in problem behaviors (e.g., drug use, delinquency, etc.).

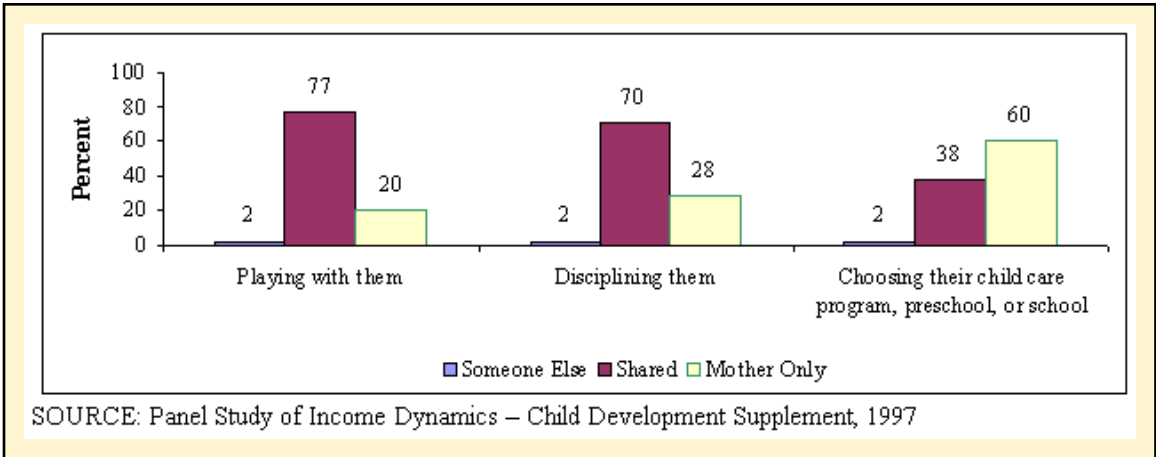
The Panel Study of Income Dynamics – Child Development Supplement (PSID-CDS) examined and assessed three questions asked of parents, the responsibility level of parents in respect to: 1) playing with their children, 2) disciplining their children, and 3) selecting a child care program, preschool, or school for their children. (See charts below)

Parental Responsibility for Playing with and Disciplining their Children, and for Choosing a Child Care, Preschool, or School According to Fathers of Children under Age 13: 1997





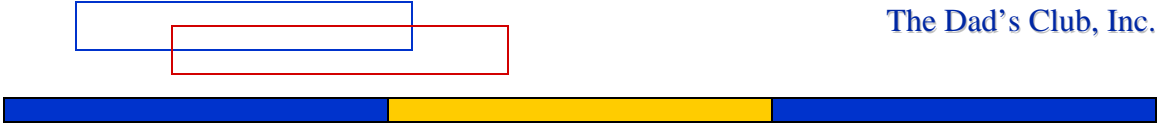
Parental Responsibility for Playing with and Disciplining their Children, and for Choosing a Child Care, Preschool, or School According to Mothers of Children under Age 13: 1997



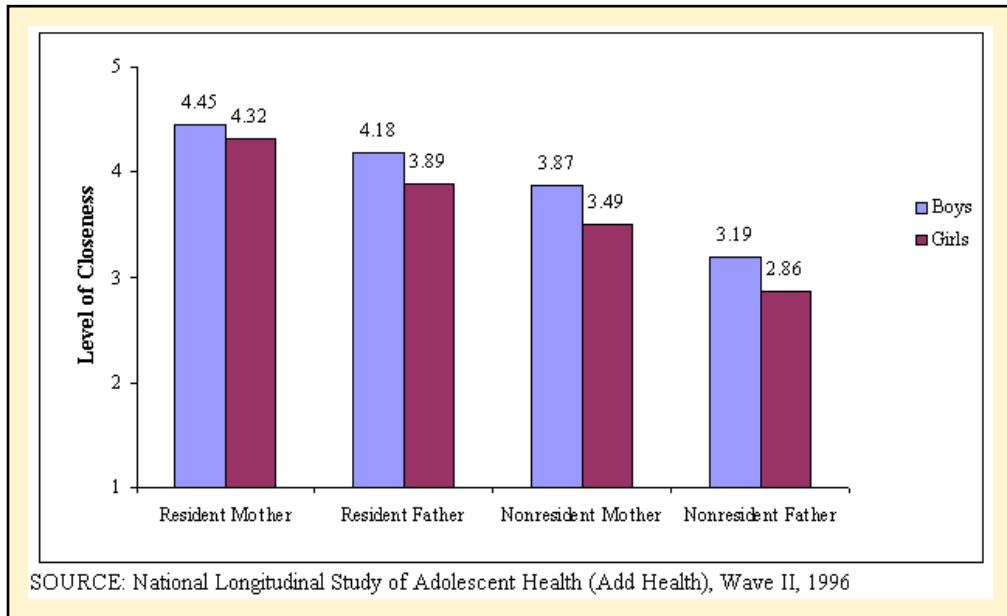
Another area examined is the degree of closeness adolescents feel toward their parents. Positive, close relationships between parents and their adolescent children, according to recent research, indicates a lower rate of sexual activity, drug use, and emotional distress. On the other hand, poor or negative relationships have been found to create negative psychological functioning. One interesting finding was children who believe their mother to be controlling tended to express negative feelings toward them, but expressed positive feels for fathers who show high levels of control. Below are findings from the National Longitudinal Study of Adolescent Health. (See Next Page)

Parents who show love and affection toward their child yield fabulous results. Studies show that parents who have a warm, friendly relationship with their children can expect positive child outcomes. Results show up in higher self-esteem, better parent-child communication, and fewer psychological and behavior problems. Academic competence is one area where parental warmth and affection is positively reflected, especially in adolescents. Teen pregnancy and associations with deviant peers drops dramatically when a parent shows a sincere interest in their child’s development. Social support, proactive decisions, and problem-focused coping styles are directly affected by parental warmth as well.

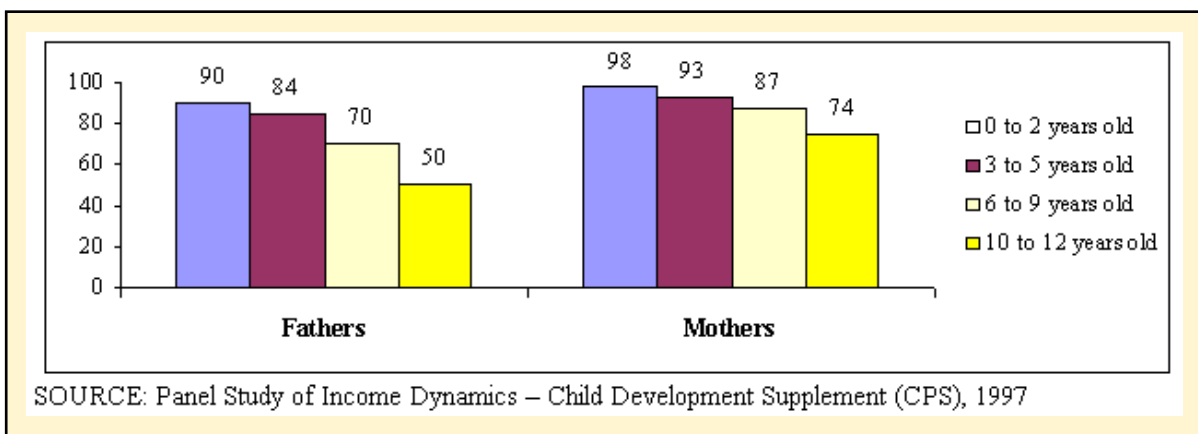
When a child receives insufficient levels of parental support, studies show they often feel alienated, express hostility and aggression, show diminished self-esteem, and antisocial and risk behaviors. (See chart on next page)



**Degree of closeness adolescent feels toward his or her parent,
By residence of parent**



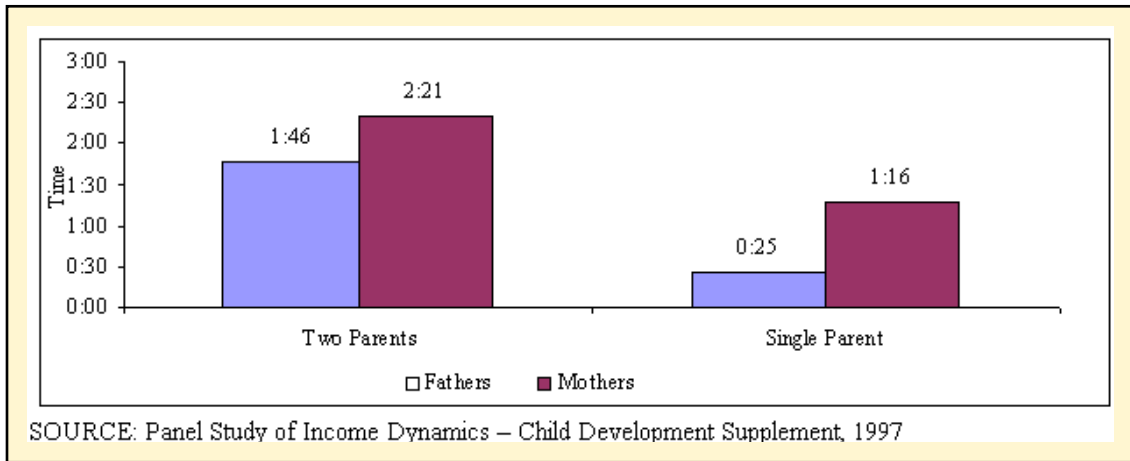
**Percentage of Resident Fathers and Mothers of Children under Age 13
Who Hugged their Child Every Day in the Past Month: 1997**



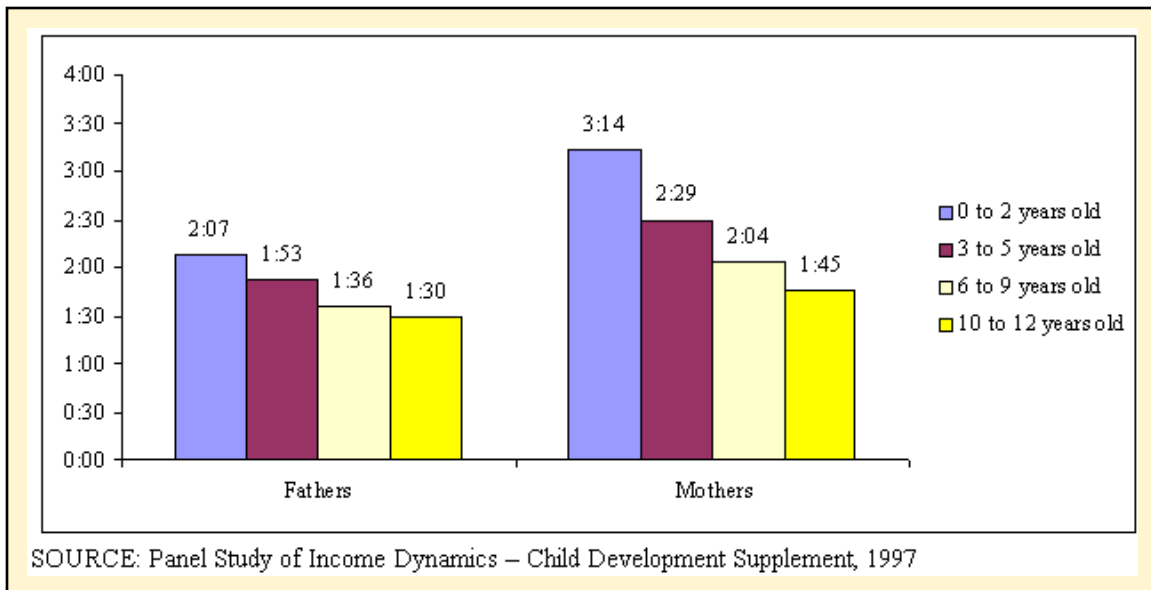
Social and intellectual child development is directly affected by the amount of time parents spend with their children. During this period of time, children benefit greatly from the emotional support of their parents and to the exposure of their parent's values and behaviors. Studies indicate that overall two-parent households yield more positive effects on the development of children.

There is overwhelming evidence that children who spend substantial time with their fathers benefit greatly. Fathers who assumed 40% or more of the family's care tasks showed greater positive outcomes. Examples of this were better performance on tests and cognitive achievement. (See charts below)

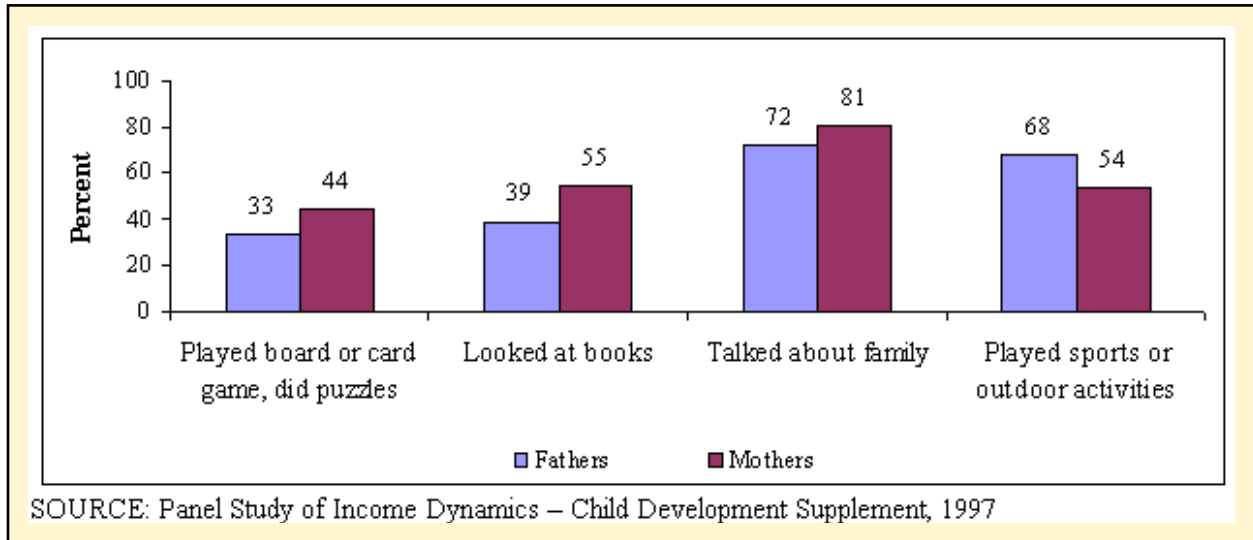
Average Daily Time Children under Age 13 Spend with their Mothers and Fathers in an Activity, by Family Structure: 1997



Average Daily Time Children under Age 13 in Two-Parent Families Spend with Mothers and Fathers in an Activity by Age of Child: 1997



**Percentage of Mothers and Fathers of Children Ages 3 to 12
Participating in Various Activities with their Children
At Least Once a week: 1997**

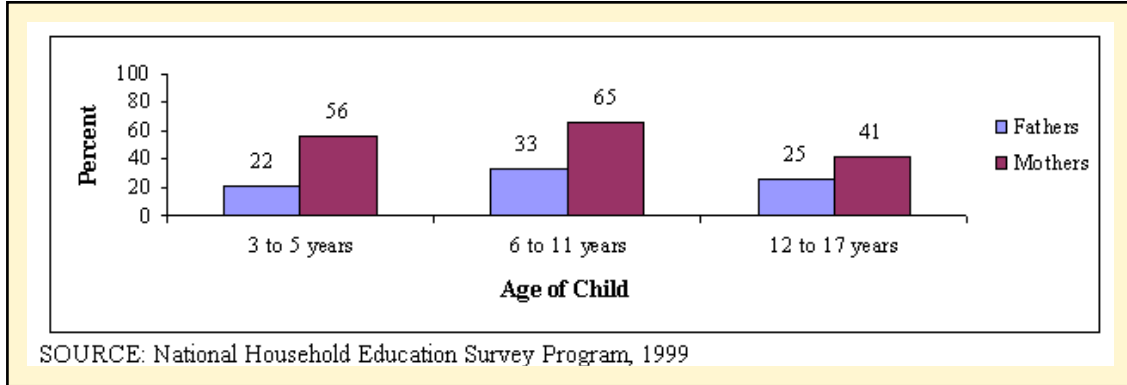


In order to achieve healthy cognitive, social, and emotional development, a parent must participate in a child's activities. Activities come in many forms, such as reading books, helping with homework, participating in sports and games, going to movies or just driving to the store together.

According to research, parent-child literacy activities in the home enhance children's language skills and their overall interest in books. Everyone benefits from this exposure – parents' self-esteem is heightened and their sense of efficacy strengthened. An additional benefit of parents spending more time with their children is children who have this exposure appear to achieve higher academic scores. A partial reason for this might be because these parents help children with their homework and check it on a daily basis. They also interact with their children through supportive conversations. The above chart outlines some activities parent and children engage in.

Holding true for students in both elementary and secondary schools, studies reflect that parents who are involved in their children's schooling are more likely to earn higher grades and enjoy school more than children whose parents are not involved. Children of involved parents are also more likely to have higher educational aspirations and motivation to achieve. Another interesting result is involved parents seem to impact the number of student suspensions and expulsions, and higher levels of student participation in extracurricular activities, according to the National Household Educational Survey Program (NHES). (See chart on next page)⁴

Percentage of Fathers and Mothers who are highly involved in their Child's School, by Age of child: 1999 (Following Page)



We have established that Dads, who are highly involved in their children lives, in a positive way, affect their children’s school grades, their psychological well-being and lower levels of delinquency. These same children ultimately attain higher levels of education and economic self-sufficiency. We all know how important this issue is, but research still reveals that an average teenager watches 21 hours of television per week. As a comparison, reports show that the average child spends only 35 minutes per week talking with their fathers.⁶

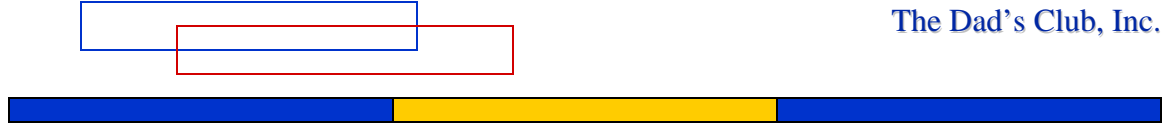
Sadly, there has been a dramatic increase in the number of children growing up without a father in their home. This disturbing trend has been escalating over the last four decades according to the Department of Health and Human Services.

HHS reported:

“In 1960, fewer than 10 million children did not live with their fathers. Today, the number is nearly 25 million. More than one-third of these children will not see their fathers at all during the course of a year. Studies show that children who grow up without responsible fathers are significantly more likely to experience poverty, perform poorly in school, engage in criminal activity, and abuse drugs and alcohol.”

Our government supports programs and policies that will help provide support to our nation’s children. The HHS understands the critical role of both fathers and mothers in building a strong and successful family. Literally, the well-being of our children is at stake. The HHS supports programs that promote responsible fatherhood and strong parenting skills. HHS also partners with states and community organizations to promote responsible fatherhood in local communities nationwide.

President Bush and HHS Secretary Tommy G. Thompson are committed to promoting fatherhood initiatives; HHS’ fiscal year 2003 budget included a request for \$45 million to



support these initiatives. The HHS conducts extensive research on the subject of a father's role in his family and his impact on the healthy development of his child.⁷

Trends

An encouraging trend in our society today is occurring in how younger men are viewing their role as the head of the household. Many Generation Xers have taken a different route than their fathers when raising their children. These "thirtysomethings," many of whom have been successful businessmen, are redirecting their lives so they can play a larger role in their children's every day activities.

One example of this is when Lee Mikles, a successful Internet advertising firm executive, decided he wanted to spend more time with his children. He wanted to go over their homework, attend their soccer games, and listen to their school concerts. In 2002, he decided he would make the necessary change he had envisioned. He sold his share of the business to his partners and started a much smaller company that could be run from home, thereby he freed up a lot of time and energy he could then devote to his family.


One might think this is an extreme case, but it is not. In the United States, we are seeing this scenario more and more. These fathers are aware of the sacrifices involved with making this type of decision as well. Career women can shed light on this subject and have helped many male co-workers with their advice.

Financial and on-the-job decisions can be tough but they must be dealt with says Susan Seitel, Work & Family Connection in Minneapolis. Reducing the budget may be necessary, especially in a case where the decision is to cut out overtime hours or if the parent has decided to work fewer regular hours in lieu of a 40 hour work week. Cutting hours can possibly result in a lost chance at a promotion. Seitel said, "People have to give up something."

Washington-based writer, Ann Crittenden, and author of "If You've Raised Kids, You Can Manage Anything", made this observation:

"Fathers also should be prepared to take their concerns to management. If you don't ask for more-flexible hours, you aren't going to get them. The whole trick is not to apologize or to imply that you are less serious in any way about your job."

Experts in the workplace say men like Mikles are growing in numbers. Generation Xer men have a different attitudes toward family responsibility, and many have intentionally slowed down their careers to spend more time with their kids. Employment researcher, Carolyn Martin, who studies the work habits of Americans in their 20s and 30s, said:



"All of the sudden, Gen X dads are saying, 'Look at what we missed out on in our years growing up.' From a woman's point of view, it's a pretty healthy counterbalance."

Younger men today are feeling the same conflicts about their jobs and home as women have in the second half of the 20th century. Mikels said, "There is a different model for dads today."

In a survey conducted by the Society for Human Resource Management (SHRM), men ranked the need to balance work and home life higher than women did. Interestingly, in the same survey, *every* worker under the age of 55 ranked a good balance between home and work higher than those above 56. Younger workers, under the age of 35, placed a higher value on time spent outside the office than the baby boomer generation did, according to Jennifer Schramm, manager for workplace trends and forecasting at SHRM.

As children grow older, the conflict between career and family intensifies, according to Kevin Wright, a 36-year old who is working on his master's degree in business administration and a senior financial officer at MBNA. He made this comment:

"I find it very difficult, especially at this point in my life. The question becomes: What are you willing to sacrifice?"

He commented that he first noticed the conflict between his work and home obligations four years ago, when he had the chance to pursue a management position on the credit card side of the operation at MBNA; more hours would have been required of the job than he was willing to give. He chose alternate route on the 'support side' of the business as an analyst in the resource allocation department where he was able to leave at 5 p.m. Currently Wright's children are 12 and five, but once they have grown older he will devote more energy to his career, considering his position now as temporary.

This shift to father's choosing family over work is subtle but the numbers are increasing daily. Of the 58.6 million married couples in America, many have chosen a different path from how they were raised. Fathers, in the younger generations, perceive their role in the family as crucial, according to Susan Seitel, a workplace consultant.

Wright recalled his dad working all the time when he was growing up. He said he rarely saw his father at any of his Little League games or school functions. He said, "We are in a different time now, and we think of fathering much differently than in the past."³

The market trend clearly indicates a growing need for the types of services and activities that [The Dad's Club, Inc.](#) provides. It suggests that the Organization should have excellent prospects.

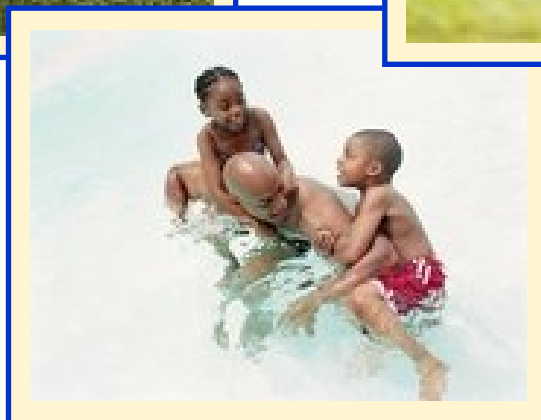
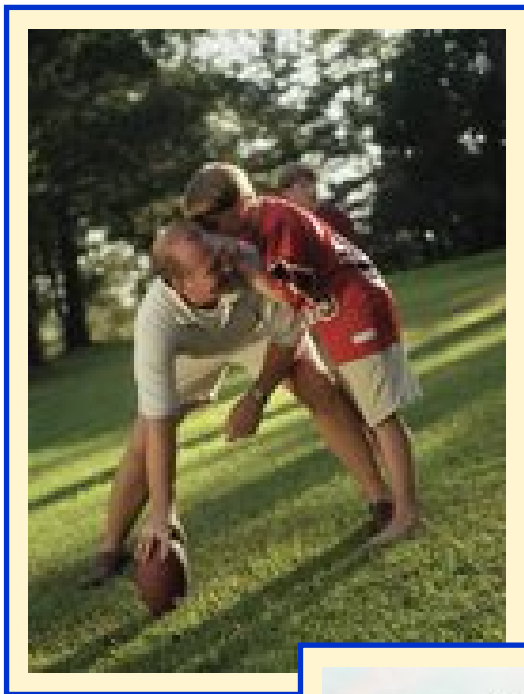
Target Market

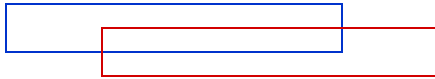
The Dad's Club, Inc. targets youths between six and 18 years of age. It attracts families of all racial, ethnic, and cultural backgrounds.

Market Opportunities

Market Size

The Dad's Club, Inc. is initially focused on servicing families within High Desert area of California. This area has a large population of potential participants. (See next page)





Census 2000 Reports and Analysis

Victorville Apple Valley Hesperia Adelanto Barstow Phelan CALIFORNIA		Riverside, CA San Bernardino, CA Ontario, CA CBSA	
Description	Value	Description	Value
Square Miles	329	Square Miles	27,259.86
POPULATION BY YEAR		POPULATION BY YEAR	
Population (4/1/1990)	177,421	Population (4/1/1990)	2,588,791
Population (4/1/2000)	220,099	Population (4/1/2000)	3,254,821
Population (1/1/2004)	250,073	Population (1/1/2004)	3,672,596
Population (1/1/2009)	267,961	Population (1/1/2009)	4,088,635
Growth (2004/2000)	13	Growth (2004/2000)	12.84
Forecast (2009/2004)	9	Forecast (2009/2004)	11.33
HOUSEHOLDS BY YEAR		HOUSEHOLDS BY YEAR	
Households (4/1/1990)	59,779	Households (4/1/1990)	868,295
Households (4/1/2000)	71,798	Households (4/1/2000)	1,034,812
Households (1/1/2004)	83,671	Households (1/1/2004)	1,197,592
Households (1/1/2009)	90,519	Households (1/1/2009)	1,345,157
Growth (2004/2000)	16	Growth (2004/2000)	15.73
Forecast (2009/2004)	10	Forecast (2009/2004)	12.32
GENERAL FAMILY CHARACTERISTICS		GENERAL FAMILY CHARACTERISTICS	
Married with Children Under 18	21,108	Married with Children Under 18	320,851
Male Householder, No Wife Present with Children Under 18	2,869	Male Householder, No Wife Present with Children Under 18	33,065
Female Householder, No Husband Present with Children Under 18	6,493	Female Householder, No Husband Present with Children Under 18	83,915
Age		Age	
Aged 0 to 5 Years	22,219	Aged 0 to 5 Years	325,013
Aged 6 to 11 Years	25,781	Aged 6 to 11 Years	359,658
Aged 12 to17 Years	24,836	Aged 12 to17 Years	336,067
Male Population By Age		Male Population By Age	
Aged 0 to 5 Years	11,367	Aged 0 to 5 Years	166,457
Aged 6 to 11 Years	13,119	Aged 6 to 11 Years	184,049
Aged 12 to17 Years	12,628	Aged 12 to17 Years	171,751
Female Population By Age		Female Population By Age	
Aged 0 to 5 Years	10,852	Aged 0 to 5 Years	158,556
Aged 6 to 11 Years	12,662	Aged 6 to 11 Years	175,609
Aged 12 to17 Years	12,208	Aged 12 to17 Years	164,316



Alternate Providers

A number of other national and regional organizations offer programs to youths and their families in the area. However, no single program offers the extensive range of experiences or opportunities of **The Dad's Club, Inc.**, or its focus on activities for children and their parents. Furthermore, many of these organizations are out of date with today's youth and not attractive to them.

The following is a partial list of alternate providers that offer analogous or potentially similar services to the community.

Big Brothers/Big Sisters

<http://www.bbbsa.org/>

Founded in 1904, today, Big Brothers Big Sisters serves more than 225,000 children ages five to 18. With 5,000 communities across the country, and a network of 470 agencies, the BBBSA has two major core programs. The community based program and the school based program.

Boys & Girls Clubs of America

<http://www.bgca.org/>

In 1960, several women in Hartford, CT believed boys should have a positive alternative to roaming the streets, thus organizing the first boys club. Celebrated its 50th anniversary in 1956, Boys Clubs of America received a U.S. Congressional Charter. In 1990 the organization recognized girls as a part of their cause and was renamed the Boys & Girls Clubs of America.

YMCA/YWCA

<http://www.ymca.net/>

<http://www.ywca.org/>

The YMCA was founded in London England in June 1844 in response to unhealthy social conditions arising in big cities. By 1855, also in London, the YWCA was introduced. Today the YMCA & YWCA has millions of members in 122 countries.

Boy Scouts of America/Girl Scouts

<http://www.scouting.org>

<http://www.girlscouts.org/>

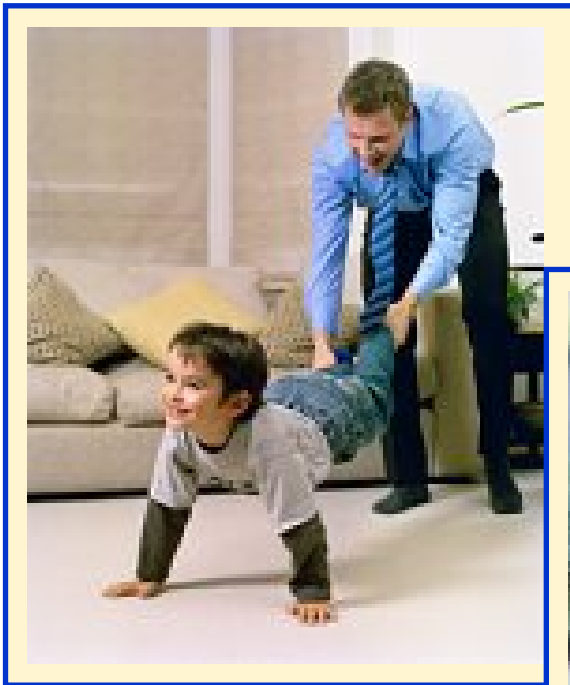
Incorporated in 1910, and chartered by Congress in 1916, the Boy Scouts of America was formed to provide an educational program for boys and young adults to build character, create responsible citizenship, and to develop personal fitness. Girl Scouts was formed in 1812, for girls to develop strong

values, leadership skills, social conscience, and conviction about their own potential and self-worth. Today both the BSA & the Girl Scouts have more than 3 million members each.

Distinguishing Factors

The Dad's Club, Inc. will distinguish itself by providing facilities and programs that foster, support and encourage healthy relationships between a father and his children and the family unit as a whole. The Organization believes the following factors will make it attractive to a wide range of families within the community.

- Ideal location near Hesperia, California
- Excellent, modern facilities
- Wide variety of programs and activities
- Caring and knowledgeable staff
- An environment where youth can feel safe



V. Growth Strategy

Strategic Initiatives

The Dad's Club, Inc. has developed the following initiatives to achieve its growth goals:

- Acquire land and construct a youth facility in Hesperia, California
- Expand its marketing efforts to reach a greater audience
- Attract and train qualified staff
- Provide satisfying experiences for every participant

The Organization believes it can reasonably achieve these goals.

Marketing Strategy

The Dad's Club, Inc.'s marketing strategy will be focused on the value that is provided through its programs and services. The Organization will closely integrate all of its marketing efforts to project a consistent image and a uniform positioning of programs and services to the community.

Management is developing a multi-pronged approach to reach its target market and the other community members who will benefit from Youth Center and Youth Camp. The marketing strategy addresses parents and other prospective participants in the various programs at the centers.

The marketing strategy will incorporate:

- Capital Campaign (Major Donors and Foundations)
- Corporate Sponsorship Program
- Major Public Relations Campaign
- In-Kind Contribution Program for Contractors and Suppliers
- Direct Mail Marketing
- Advertisements with Regional Media (Newspapers, Parent Magazines, Community Bulletins)
- Marketing Collateral (Brochures, Promotional Kit, Multimedia Presentations)
- Word-of-Mouth
- Special Events
- Local/Regional Directory Advertising
- Networking with Community Businesses & Parenting Organizations

Fundraising Strategy

The tactics and details of the fund raising strategy for **The Dad's Club, Inc** will be developed and executed by the Executive Management team, supporting personnel, and the Board of Directors. Current projected funding avenues include: grants from foundations, corporations or individuals, and individual contributions and donations. Depending on the successful results of the capital campaign, organization leadership will also pursue opportunities to establish an endowment fund with as high return annual annuity to further sustain operations in fulfillment of the mission.

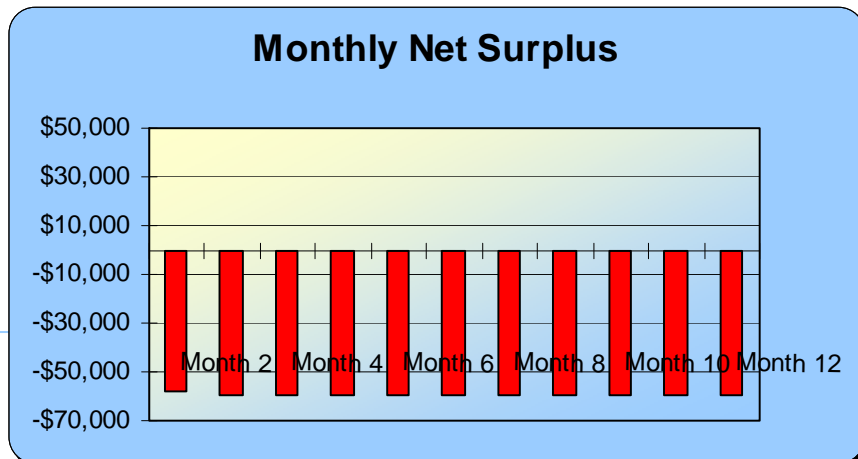
As determined by the Organization's leadership, a variety of fundraising programs will be executed to meet capital requirements. Planned programs include solicitation of major grants from individuals, foundations and corporations and individual major contributions from within and outside the regional community.

Forecast First Year

The Organization believes it can achieve significant funding in the next twelve months by executing its funding strategy. By the end of twelve months, **The Dad's Club, Inc.** expects to have secured more than \$20 million in funding income.

Funding Forecast First Year		
	Grants	Donations
Month 1	\$20,000,000	\$0
Month 2	\$0	\$4,000
Month 3	\$0	\$2,000
Month 4	\$0	\$2,000
Month 5	\$0	\$2,000
Month 6	\$0	\$2,000
Month 7	\$0	\$2,000
Month 8	\$0	\$2,000
Month 9	\$0	\$2,000
Month 10	\$0	\$2,000
Month 11	\$0	\$2,000
Month 12	\$0	\$2,000

Based on these income levels, **The Dad's Club, Inc.** believes it will obtain the following net surplus targets in the next twelve months.





VI. Management and Personnel

Management

The Organization's management team is well-balanced in talents and experience and is supported by a highly qualified Board of Advisors. Key personnel are as follows.

President/CEO/Founder: Mr. John M. Farace

Mr. Farace is the founder of The Dad's Club, Inc. He was born in 1957 in Bridgeport, Connecticut. In 1975 he became an EMT 1A and obtained a Phlebotomy certificate.

For five years Mr. Farace worked as a clinical instructor at the Phlebotomy School in Loma Linda, California. Additionally he served as an Independent Para Medical Examiner.

Mr. Farace owned his own insurance company for 7 years. In 1995 Mr. Farace moved to Adelanto, California where he currently resides with his wife Kathy and his three children, Nicole, Ryan and Jordan.

It was through Mr. Farace's service as the Dad's Club President at Prado View Elementary School in Corona, California that he witnessed the great need for fathers to become more involved in their children's lives. He also wanted to help the 'other dad' the single mom, as well. This quest and his devotion to his own children inspired him to start [The Dad's Club, Inc.](#)

His passion and vision is to expand [The Dad's Club, Inc.](#) into elementary schools throughout California and the nation. He believes the success of the Family Youth Center and Youth Camp in San Bernardino County, California will be duplicated in communities throughout the United States.

Chairman: Mr. Scott R. Dutenhoefer

Mr. Dutenhoefer is a graduate of Garden Grove High School in California and attended Fullerton Junior College. He served in the U. S. Army from 1962 to 1965. He continued his college education, after being honorable discharged, at Harrisburg Community College in Pennsylvania. He graduated on the Dean's list with an Associate's of Arts degree.

Later Mr. Dutenhoefer attended Northern Illinois University Business College where he graduated in 1970 with a B.S. in management specialty.



He then moved to the city of Orange, California where he has lived for the last 30 years with his wife Judy and the family.

Mr. Dutenhoefer's previous community involvement includes service to his church, a member of the jail team ministry for 15 years, and is involved in a new Kid World ministry involving parents and children. He is a member of the Orange Chamber of Commerce and is serving as an officer in the morning networking group. He is also a member of the Orange Chamber governmental affairs committee.

Mr. Dutenhoefer, CLU is founder and president of BCIS Insurance Services, Inc., established in August 1995. He received a Chartered Life Underwriter designation in 1983.

A long time supporter of the Dad's Club, Mr. Dutenhoefer makes regular financial contributions and special gifts. He has recently accepted the position of Chairman of the Board of Directors and is looking forward to sharing his expertise in our future endeavors.

Executive Vice President: Mr. Solomon Shapiro

Mr. Shapiro was born in 1961 in Los Angeles, California. He resided in Argentina from 1970 to 1973 and then moved back to the Riverside-Corona area of California. He attended Riverside Community College and the University of California at Riverside.

Mr. Shapiro has worked as a Division Manager for Press-Enterprise Newspaper since 1977 and is co-owner of Shapiro Enterprises. He resides in Corona, California with his wife Terri and their three children.

Since 1974, Mr. Shapiro has been community involved in Temple Beth El in Riverside and Temple Beth Shalom in Corona since 1990. He has been a United Way volunteer since 1981 and is currently on the Board of Directors and the Chairman of the Allocation Committee of the Corona/Norco United Way. He has served as campaign chairman for the organization at the Inland Valleys Press-Enterprise Company since 1996. He was a previous member of the Corona Rotary Club.

Since 1995, he has volunteered his time, talents, wisdom and support to **The Dad's Club, Inc.** He is a devoted husband and family man. He previously served as the Prado View Dad's Club Vice President. He also was a member of Santiago High and Raney Intermediate Dad's Clubs. He helped start the Dad's Clubs at Corona Fundamental Intermediate School and Parkridge Elementary School.

Vice President/Programs Director: Mrs. Kathy Farace

Mrs. Farace resides in Southern California. She has worked in the Real Estate Loan and Escrow business as an officer for over four years. She has also worked with the Christian Youth Performing troupe as a Music/Dance teacher where she co-wrote many musicals and performances. Many of these performances were performed for over seven years throughout the Southern California area.

Mrs. Farace worked for Calvary Chapels Private Elementary and High School as a Music/Drama teacher and the Guidance Counselor for the Senior High.

In 1996 Mrs. Farace was the Youth Pastor at the junior-senior high school at Vineyard Community Church in Pomona, California. She has spoken publicly on youth issues for many years. She served as dean and director of the youth summer/winter camps for several churches including Camp Venezuela. While in this role she counseled and developed many youth programs and bible curriculums for kids.

Additionally, Mrs. Farace works as a Grief Counselor/Chaplain for Odyssey Hospice serving the San Bernardino/Riverside counties. Kathy is the mother of three wonderful adult children and resides with her husband John and his three children in Adelanto, California.

Treasurer: Mr. John R. Daciolas

Mr. Daciolas moved from Chicago, Illinois after graduating from DePaul University to Corona, California. In 1980, he received a Bachelor of Science Degree in Accounting from DePaul.

Currently, Mr. Daciolas is a real estate broker and is Senior Vice President at Grubb & Ellis Company, specializing in the sale of multi-housing investment property in Inland Empire.

Mr. Daciolas area of expertise is in the representation of owners in the marketing and disposition of their income producing multi-family investment properties as well as acquisition and disposition services for private and institutional income property buyers.

In 1981 Mr. Daciolas enter the real estate industry as the Financial Manager/Controller for a real estate syndicator specializing in large apartment complexes on a national level. In 1984 he worked as Regional Portfolio Manager with Cushman & Wakefield of California, Inc. handling a commercial real estate portfolio in excess of five million square



feet, with disciplines including acquisitions, sales, development, leasing and portfolio management.

More recently, Mr. Daciolas has held the positions of Director of Marketing, Regional Portfolio Manager and Asset Manager for two prominent Orange County Real Estate Development firms over the past seven years.

Mr. Daciolas has been active in the community serving on various boards, including his church, West Community Friends, where he is the Chairman of the Finance Committee and Co-Chairman of the Construction Committee.

Mr. Daciolas has also served as past president, vice president and director of BOMA Orange County (Building Owner's and Manager's Association) and was a founding member of the Prado View Elementary Dad's Club in Corona, California, where he served as Treasurer.

Director Information Technologies: Mr. Michael L. Farace

Mr. Farace graduated in 1985 from Del Mar High School where he completed the Central County Occupational Center Vocation program on computer operations. Mr. Farace has completed many technical certifications programs, including from Novell CNE, Solaris Workgroup Certification, Citrix Win Frame, Cisco CCNA, Tripwire Certification, Checkpoint Firewall CCSA and Symantec Intruder Alert Certification.

Mr. Farace has 20 years of professional network and security experience in many different computing environments including financial institutions, medical, education (high school and universities), high tech, and manufacturing. He is an expert at identifying the best solution for an organization's networking and security issues. Since 1996 Mr. Farace has been a strong technical lead at every company he has been employed, serving in capacities from Senior Network Engineer Services, Engineering and Security Manager to IT Architect.

Because of Mr. Farace's professionalism, his expertise and heart for kids and family, he holds a position on the Dad's Club, Inc.'s board.

CPA/Consultant: Mr. Keith B. Holcomb

Mr. Holcomb graduated from Esperanza High School in 1979 and earned a B.A. Degree in Business Administration with a concentration in Accounting from California State University, Fullerton in 1984. He then fulfilled his experience and CPA examination requirements before



becoming certificated in July of 1987 as a certified public accountant. Mr. Holcomb has maintained a CPA practice since 1987 and has been an owner and vice president of development for an income tax software company from 1993 to 2001. Currently, he has been expanding his tax and consulting practice.

Mr. Holcomb has served his community as a member of West Community Friends Church and has served on the finance team which consults the church elders in financial matters. He currently resides in Corona with his wife Cindy and their three children.

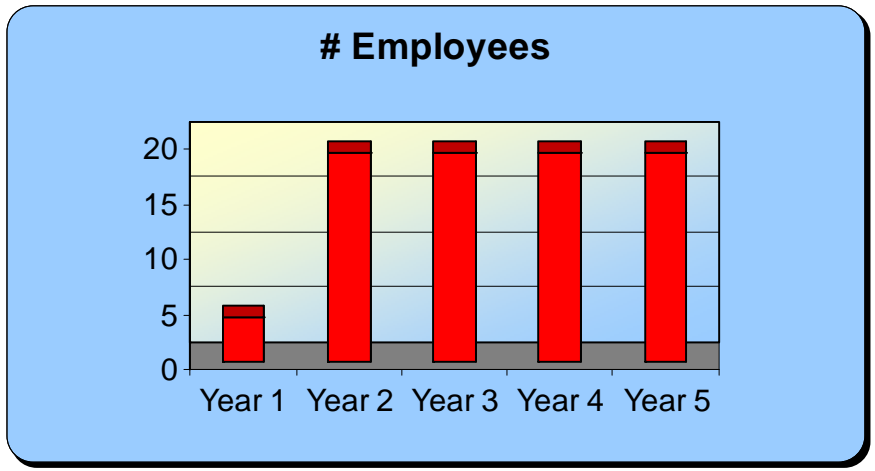
It is by Keith's expertise that the Dad's Club, Inc. 501(c) (3) was composed, submitted to the IRS and accepted upon his first application. Mr. Holcomb has been on the Advisory Board as CPA/Consultant for the Dad's Club since its conception.

Personnel Plan

The Organization plans on maintaining the following positions over the next several years:

Staff						
	Year 1	Year 2	Year 3	Year 4	Year 5	
President/CEO	1	1	1	1	1	1
Executive V.P.	1	1	1	1	1	1
VP Programs Director	1	1	1	1	1	1
CPA Consultant	1	1	1	1	1	1
Admin Assistant	0	1	1	1	1	1
Receptionist	0	1	1	1	1	1
Director of PR	0	1	1	1	1	1
Director of Fund Raising	0	1	1	1	1	1
Director of Volunteers	0	1	1	1	1	1
Mechanic/Instructor	0	1	1	1	1	1
Sports Coordinator	0	1	1	1	1	1
Theatre Arts Corrdinator	0	1	1	1	1	1
Camp Director	0	1	1	1	1	1
Dietician	0	1	1	1	1	1
Cooks x 2	0	1	1	1	1	1
Landscaper	0	1	1	1	1	1
Facility Manager	0	1	1	1	1	1
Math Teacher	0	1	1	1	1	1
English Teacher	0	1	1	1	1	1

The graph on the next page shows the growth in the number of anticipated staff employees over the next five years.



VII. Financial Projections

Assumptions

Income Projections

Income Forecast					
	Year 1	Year 2	Year 3	Year 4	Year 5
Grants	\$20,000,000	\$10,000,000	\$10,000,000	\$5,000,000	\$5,000,000
Donations	\$24,000	\$200,000	\$250,000	\$250,000	\$250,000

Projected expenses

a) Payroll

Payroll Expenses					
	Year 1	Year 2	Year 3	Year 4	Year 5
President/CEO	\$125,000	\$160,000	\$190,000	\$220,000	\$250,000
Executive V.P.	\$75,000	\$85,000	\$95,000	\$115,000	\$125,000
VP Programs Director	\$60,000	\$70,000	\$80,000	\$90,000	\$100,000
CPA Consultant	\$25,000	\$100,000	\$100,000	\$100,000	\$100,000
Admin Assistant	\$0	\$30,600	\$31,518	\$32,779	\$34,418
Receptionist	\$0	\$25,500	\$26,265	\$27,316	\$28,681
Director of PR	\$0	\$40,800	\$42,024	\$43,705	\$45,890
Director of Fund Raising	\$0	\$40,800	\$42,024	\$43,705	\$45,890
Director of Volunteers	\$0	\$40,800	\$42,024	\$43,705	\$45,890
Mechanic/Instructor	\$0	\$51,000	\$52,530	\$54,631	\$57,363
Sports Coordinator	\$0	\$32,640	\$33,619	\$34,964	\$36,712
Theatre Arts Corrdinator	\$0	\$32,640	\$33,619	\$34,964	\$36,712
Camp Director	\$0	\$40,800	\$42,024	\$43,705	\$45,890
Dietician	\$0	\$30,600	\$31,518	\$32,779	\$34,418
Cooks x 2	\$0	\$44,880	\$46,226	\$48,075	\$50,479
Landscaper	\$0	\$36,720	\$37,822	\$39,334	\$41,301
Facility Manager	\$0	\$30,600	\$31,518	\$32,779	\$34,418
Math Teacher	\$0	\$35,000	\$36,200	\$37,400	\$38,600
English Teacher	\$0	\$35,000	\$36,200	\$37,400	\$38,600

b) Expenses will average the following (below):

Expenses					
	Year 1	Year 2	Year 3	Year 4	Year 5
Administrative					
Travel & Entertainment	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000
Utilities	\$205,200	\$205,200	\$205,200	\$205,200	\$205,200
Phone	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Professional Fees	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000
Supplies	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000
Insurance - Liability (5M)	\$20,400	\$20,400	\$20,400	\$20,400	\$20,400
Equipment lease	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000
Other	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000
Program Services					
Supplies/Materials	\$60,000	\$55,000	\$110,000	\$105,000	\$100,000
Transportation	\$14,400	\$13,200	\$26,400	\$25,200	\$24,000
Fundraising					
Marketing Expenses	\$21,600	\$21,600	\$21,600	\$21,600	\$21,600

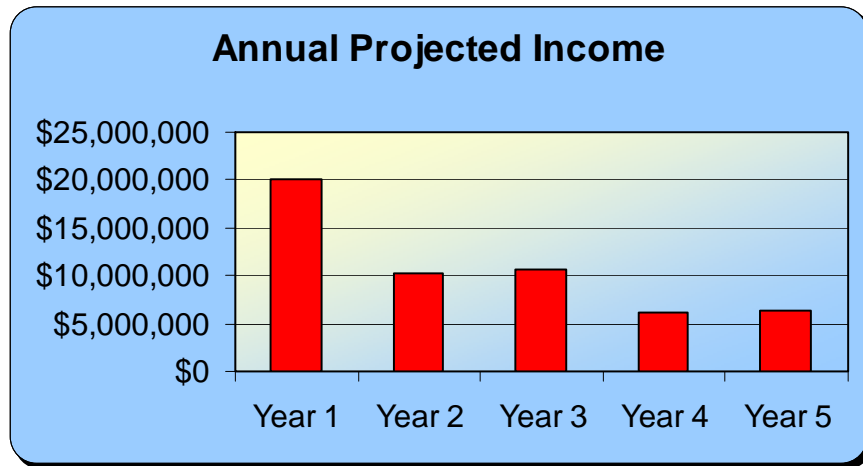
Capital Expenditures

a) Capital expenditures for the next five years are shown below

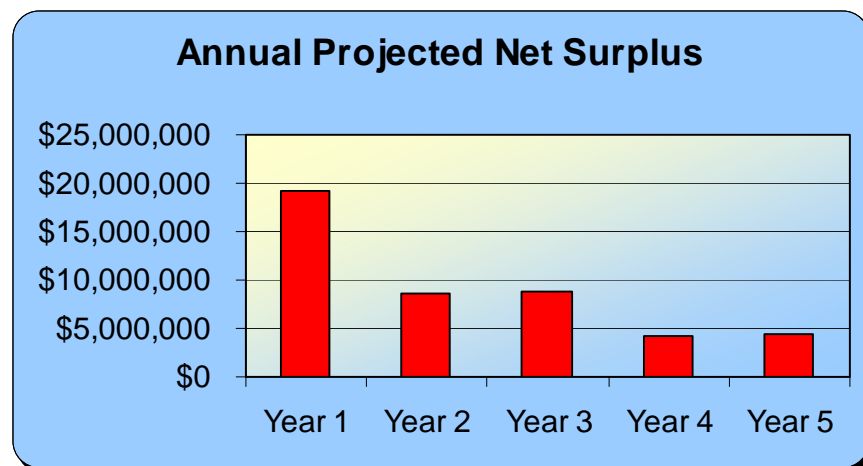
Capital Expenditures					
	Year 1	Year 2	Year 3	Year 4	Year 5
Equipment	\$320,000	\$55,000	\$55,000	\$55,000	\$55,000
Property	\$19,000,000	\$3,000,000	\$0	\$0	\$0

Statement of Activity

The Dad's Club, Inc. projects steady funding over the next five years. On an annualized basis, The Dad's Club, Inc.'s planned operations will result in the following:



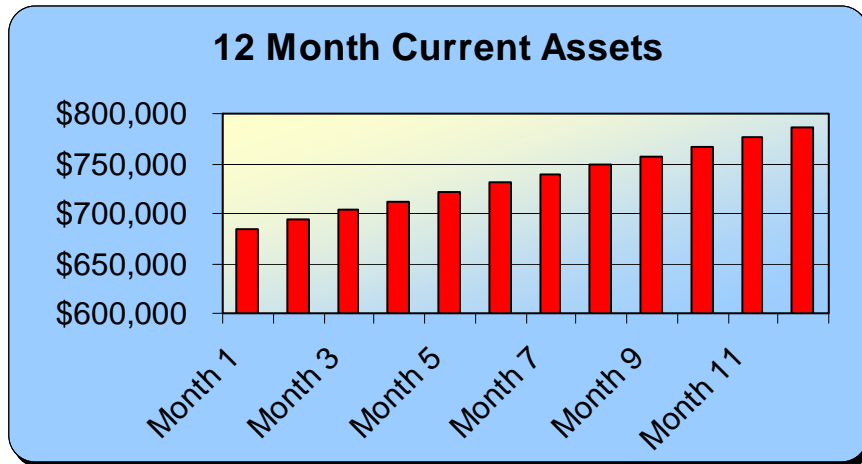
The Organization believes it will be capable of sustaining operations on an annual basis.



A full set of projections (monthly for twelve months and annually for five years) is shown in the Appendix.

Balance Sheet

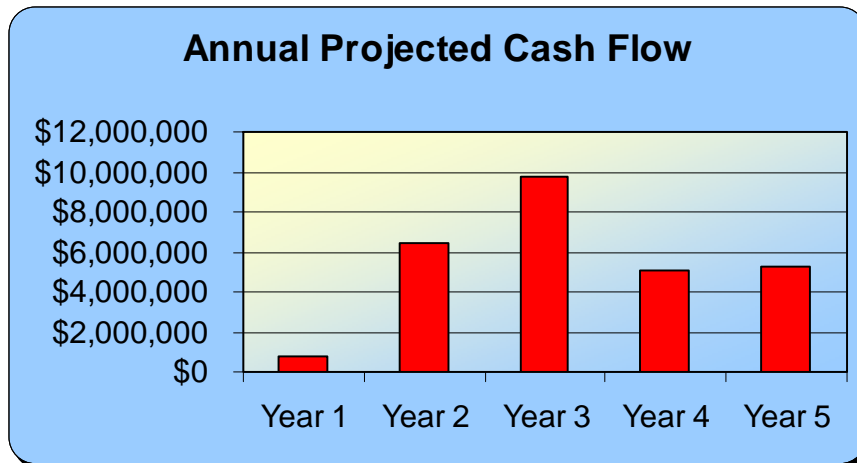
With the projected top line income and the management of expenses the Organization's balance sheet remains strong.



Full balance sheet details (monthly for twelve months and annually for five years) are shown in the Appendix.

Cash Flow

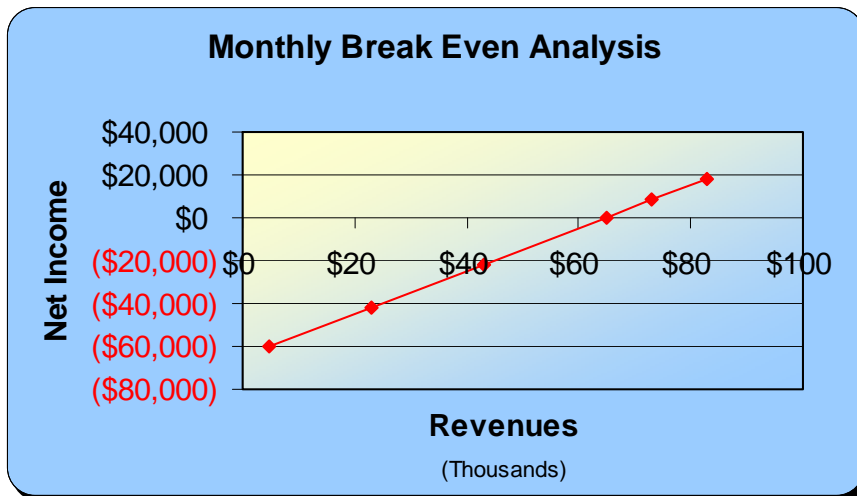
The Dad's Club, Inc.'s operations show adequate cash flow to support the Organization. The five-year cash flow projections are positive, as profitability remains strong. This is shown in the following graph.



Complete monthly cash flow statements for the next twelve months and annually for the next five years are shown in the Appendix.

Break Even Analysis

The Dad's Club, Inc.'s operations reach monthly profitability with about \$64,500 in monthly income. This is shown in the graph below.



XIII. Use of Proceeds

Property Purchases and Building Construction

The Organization will utilize funds to purchase land and construct buildings and facilities for a youth center and a youth camp. **The Dad's Club, Inc.** plans on purchasing 20 acres in Hesperia, CA along the 15 Freeway between Hwy 395 & Oak Hill Road. It is anticipated that land and construction costs will be close to \$12 million. Additionally, land will be purchased in the foothills to construct a youth camp. Costs for this are estimated to be \$10 million.

Equipment and Furniture Purchases

The Dad's Club, Inc. will spend \$320,000 in Year 1 and \$55,000 in Year 2 on equipment, furniture and other items to equip the equip the facilities. These purchases will include, but not be limited to, the following:

Capital Expenditures					
	Year 1	Year 2	Year 3	Year 4	Year 5
Equipment					
Furniture	\$100,000	\$25,000	\$25,000	\$25,000	\$25,000
Equipment	\$200,000	\$20,000	\$20,000	\$20,000	\$20,000
Other	\$20,000	\$10,000	\$10,000	\$10,000	\$10,000
Property					
Purchase of Youth Center	\$12,000,000	\$0	\$0	\$0	\$0
Purchase of Youth Camp	\$7,000,000	\$3,000,000	\$0	\$0	\$0
Total Expenditures	\$19,320,000	\$3,055,000	\$55,000	\$55,000	\$55,000

Staff Additions

As has been detailed earlier in this plan, the Organization will be hiring professional staff to support operations and service customers. By the end of Year 1, 4 employees will be on staff and some of the funds will be used to cover hiring and employee start-up expenses.

Working Capital

The remaining capital investment will be used for working capital to support marketing and administrative expenses.

IX. REFERENCES

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- ⁴2002 “Charting Parenthood: A Statistical Portrait of Fathers and Mothers in America”, (Fatherhood, U. S. Census, 2002, Parenting Section, U. S. Department of Health and Human Services (HHS), Article Found at:
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<<http://www.census.gov/epcd/www/econ97.html>>
- ⁶2002 “Make Time to Listen, Take Time to Talk: Listening Dads are Champs!” (U. S. Department of Health & Human Services [DHHS]) Article Found at:
<<http://mentalhealth.samhsa.gov/dadsarechamps/>>
- ⁷2002 “Promoting Responsible Fatherhood”, (Department of Health and Human Services, April 26, 2002, HHS Press Office) Article Found at:
<<http://www.hhs.gov/news/press/2002pres/fathers.html>>

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Pro Forma - 12 Month Statement of Activity

Statement of Activity

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	12 Month Total
	<i>Proj</i>	<i>Proj</i>	<i>Proj</i>	<i>Proj</i>	<i>Proj</i>	<i>Proj</i>	<i>Proj</i>	<i>Proj</i>	<i>Proj</i>	<i>Proj</i>	<i>Proj</i>	<i>Proj</i>	
Revenues													
Grants	\$20,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$20,000,000
Donations	\$0	\$4,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$24,000
Interest Income	\$0	\$2,850	\$2,895	\$2,932	\$2,969	\$3,007	\$3,044	\$3,082	\$3,120	\$3,158	\$3,196	\$3,234	\$33,486
Total Revenues	\$20,000,000	\$6,850	\$4,895	\$4,932	\$4,969	\$5,007	\$5,044	\$5,082	\$5,120	\$5,158	\$5,196	\$5,234	\$20,057,486
			\$20,011,745			\$14,908			\$15,246			\$15,587	
Expenses													
Administrative	\$56,675	\$56,675	\$56,675	\$56,675	\$56,675	\$56,675	\$56,675	\$56,675	\$56,675	\$56,675	\$56,675	\$56,675	\$680,100
Program Services	\$6,200	\$6,200	\$6,200	\$6,200	\$6,200	\$6,200	\$6,200	\$6,200	\$6,200	\$6,200	\$6,200	\$6,200	\$74,400
Fundraising	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800	\$21,600
Total Expenses	\$64,675	\$64,675	\$64,675	\$64,675	\$64,675	\$64,675	\$64,675	\$64,675	\$64,675	\$64,675	\$64,675	\$64,675	\$776,100
Net Surplus	\$19,935,325	(\$7,825)	(\$59,780)	(\$59,743)	(\$59,706)	(\$59,668)	(\$59,631)	(\$59,593)	(\$59,555)	(\$59,517)	(\$59,479)	(\$59,441)	\$19,281,386

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Pro Forma - 12 Month Balance Sheet

Balance Sheet	Opening	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
		Proj	Proj	Proj	Proj	Proj	Proj	Proj	Proj	Proj	Proj	Proj	Proj
Assets													
Current Assets													
Cash	\$0	\$683,992	\$694,833	\$703,720	\$712,644	\$721,605	\$730,603	\$739,639	\$748,713	\$757,824	\$766,973	\$776,161	\$785,386
Inventory	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Undeposited Funds	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Current Assets	\$0	\$683,992	\$694,833	\$703,720	\$712,644	\$721,605	\$730,603	\$739,639	\$748,713	\$757,824	\$766,973	\$776,161	\$785,386
Fixed Assets													
Equipment	\$0	\$320,000	\$320,000	\$320,000	\$320,000	\$320,000	\$320,000	\$320,000	\$320,000	\$320,000	\$320,000	\$320,000	\$320,000
Accumulated Depreciation	\$0	\$5,333	\$10,667	\$16,000	\$21,333	\$26,667	\$32,000	\$37,333	\$42,667	\$48,000	\$53,333	\$58,667	\$64,000
Total Fixed Assets	\$0	\$314,667	\$309,333	\$304,000	\$298,667	\$293,333	\$288,000	\$282,667	\$277,333	\$272,000	\$266,667	\$261,333	\$256,000
Real Estate Assets													
Property and Facilities	\$0	\$19,000,000	\$19,000,000	\$19,000,000	\$19,000,000	\$19,000,000	\$19,000,000	\$19,000,000	\$19,000,000	\$19,000,000	\$19,000,000	\$19,000,000	\$19,000,000
Accumulated Depreciation	\$0	\$63,333	\$126,667	\$190,000	\$253,333	\$316,667	\$380,000	\$443,333	\$506,667	\$570,000	\$633,333	\$696,667	\$760,000
Total Intangible Assets	\$0	\$18,936,667	\$18,873,333	\$18,810,000	\$18,746,667	\$18,683,333	\$18,620,000	\$18,556,667	\$18,493,333	\$18,430,000	\$18,366,667	\$18,303,333	\$18,240,000
Total Assets	\$0	\$19,935,325	\$19,877,500	\$19,817,720	\$19,757,977	\$19,698,272	\$19,638,603	\$19,578,972	\$19,519,379	\$19,459,824	\$19,400,307	\$19,340,827	\$19,281,386
Liabilities and Equity													
Current Liabilities													
Accounts Payable	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan Payable	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Current Liabilities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Current Liabilities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Long Term Liabilities													
Bank Note	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Long Term Liabilities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Liabilities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net Assets													
Initial Contributions	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Restricted	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Unrestricted	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Retained Excess Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Current Year Excess Income	\$0	\$19,935,325	\$19,877,500	\$19,817,720	\$19,757,977	\$19,698,272	\$19,638,603	\$19,578,972	\$19,519,379	\$19,459,824	\$19,400,307	\$19,340,827	\$19,281,386
Total Net Assets	\$0	\$19,935,325	\$19,877,500	\$19,817,720	\$19,757,977	\$19,698,272	\$19,638,603	\$19,578,972	\$19,519,379	\$19,459,824	\$19,400,307	\$19,340,827	\$19,281,386
Total Liabilities and Net Assets	\$0	\$19,935,325	\$19,877,500	\$19,817,720	\$19,757,977	\$19,698,272	\$19,638,603	\$19,578,972	\$19,519,379	\$19,459,824	\$19,400,307	\$19,340,827	\$19,281,386

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Pro Forma - 12 Month Cash Flow

Cash Flow Analysis	Month 1 <i>Proj</i>	Month 2 <i>Proj</i>	Month 3 <i>Proj</i>	Month 4 <i>Proj</i>	Month 5 <i>Proj</i>	Month 6 <i>Proj</i>	Month 7 <i>Proj</i>	Month 8 <i>Proj</i>	Month 9 <i>Proj</i>	Month 10 <i>Proj</i>	Month 11 <i>Proj</i>	Month 12 <i>Proj</i>	Totals
Cash from Operating Activities													
Excess income	\$19,935,325	(\$57,825)	(\$59,780)	(\$59,743)	(\$59,706)	(\$59,668)	(\$59,631)	(\$59,593)	(\$59,555)	(\$59,517)	(\$59,479)	(\$59,441)	\$19,281,386
Change in Inventory	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Accounts Payable Increase	\$64,675	\$64,675	\$64,675	\$64,675	\$64,675	\$64,675	\$64,675	\$64,675	\$64,675	\$64,675	\$64,675	\$64,675	\$776,100
Accounts Payable Paid	(\$64,675)	(\$64,675)	(\$64,675)	(\$64,675)	(\$64,675)	(\$64,675)	(\$64,675)	(\$64,675)	(\$64,675)	(\$64,675)	(\$64,675)	(\$64,675)	(\$776,100)
Add Back Depreciation&Amort	\$68,667	\$68,667	\$68,667	\$68,667	\$68,667	\$68,667	\$68,667	\$68,667	\$68,667	\$68,667	\$68,667	\$68,667	\$824,000
Total Cash from Operations	\$20,003,992	\$10,842	\$8,887	\$8,924	\$8,961	\$8,998	\$9,036	\$9,073	\$9,111	\$9,149	\$9,187	\$9,226	\$20,105,386
Cash from Investing													
Purchases of P&E	(\$320,000)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	(\$320,000)
Purchases of Real Estate	(\$19,000,000)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	(\$19,000,000)
Total Cash from Investing	(\$19,320,000)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	(\$19,320,000)
Cash from Financing													
Loan	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Cash from Financing	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Change in Cash	\$683,992	\$10,842	\$8,887	\$8,924	\$8,961	\$8,998	\$9,036	\$9,073	\$9,111	\$9,149	\$9,187	\$9,226	\$785,386
Opening Balance	\$0	\$683,992	\$694,833	\$703,720	\$712,644	\$721,605	\$730,603	\$739,639	\$748,713	\$757,824	\$766,973	\$776,161	
Ending Cash Balance	\$683,992	\$694,833	\$703,720	\$712,644	\$721,605	\$730,603	\$739,639	\$748,713	\$757,824	\$766,973	\$776,161	\$785,386	



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Pro Forma – 5 Year Statement of Activity

Statement of Activity

	Year 1	Year 2	Year 3	Year 4	Year 5
	<i>Proj</i>	<i>Proj</i>	<i>Proj</i>	<i>Proj</i>	<i>Proj</i>
Revenues					
Grants	\$20,000,000	\$10,000,000	\$10,000,000	\$5,000,000	\$5,000,000
Donations	\$24,000	\$200,000	\$250,000	\$250,000	\$250,000
Interest Income	\$33,486	\$39,269	\$363,643	\$849,537	\$1,105,248
Total Revenues	\$20,057,486	\$10,239,269	\$10,613,643	\$6,099,537	\$6,355,248
Expenses					
Administrative	\$680,100	\$1,561,994	\$1,648,771	\$1,755,513	\$1,856,941
Program Services	\$74,400	\$68,200	\$136,400	\$130,200	\$124,000
Fundraising	\$21,600	\$21,600	\$21,600	\$21,600	\$21,600
Total Expenses	\$776,100	\$1,651,794	\$1,806,771	\$1,907,313	\$2,002,541
Net Surplus	\$19,281,386	\$8,587,475	\$8,806,872	\$4,192,224	\$4,352,706
	96.1%	83.9%	83.0%	68.7%	68.5%

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Pro Forma – 5 Year Balance Sheet

Balance Sheet	Year 1	Year 2	Year 3	Year 4	Year 5
	<i>Proj</i>	<i>Proj</i>	<i>Proj</i>	<i>Proj</i>	<i>Proj</i>
Assets					
Current Assets					
Cash	\$785,386	\$7,272,862	\$16,990,734	\$22,104,958	\$27,390,664
Inventory	\$0	\$0	\$0	\$0	\$0
Undeposited Funds	\$0	\$0	\$0	\$0	\$0
Total Current Assets	\$785,386	\$7,272,862	\$16,990,734	\$22,104,958	\$27,390,664
Fixed Assets					
Equipment	\$320,000	\$375,000	\$430,000	\$485,000	\$540,000
Accumulated Depreciation	\$64,000	\$139,000	\$225,000	\$322,000	\$430,000
Total Fixed Assets	\$256,000	\$236,000	\$205,000	\$163,000	\$110,000
Real Estate Assets					
Property and Facilities	\$19,000,000	\$22,000,000	\$22,000,000	\$22,000,000	\$22,000,000
Accumulated Depreciation	\$760,000	\$1,640,000	\$2,520,000	\$3,400,000	\$4,280,000
Total Other Assets	\$18,240,000	\$20,360,000	\$19,480,000	\$18,600,000	\$17,720,000
Total Assets	\$19,281,386	\$27,868,862	\$36,675,734	\$40,867,958	\$45,220,664
Liabilities and Equity					
Current Liabilities					
Accounts Payable	\$0	\$0	\$0	\$0	\$0
Loan Payable	\$0	\$0	\$0	\$0	\$0
Other Current Liabilities	\$0	\$0	\$0	\$0	\$0
Total Current Liabilities	\$0	\$0	\$0	\$0	\$0
Long Term Liabilities					
Bank Note	\$0	\$0	\$0	\$0	\$0
Total Long Term Liabilities	\$0	\$0	\$0	\$0	\$0
Total Liabilities	\$0	\$0	\$0	\$0	\$0
Shareholder Equity					
Initial Contributions	\$0	\$0	\$0	\$0	\$0
Restricted	\$0	\$0	\$0	\$0	\$0
Unrestricted	\$0	\$0	\$0	\$0	\$0
Retained Excess Income	\$0	\$19,281,386	\$27,868,862	\$36,675,734	\$40,867,958
Current Year Excess Income	\$19,281,386	\$8,587,475	\$8,806,872	\$4,192,224	\$4,352,706
Total Shareholder Equity	\$19,281,386	\$27,868,862	\$36,675,734	\$40,867,958	\$45,220,664
Total Liabilities and Equity	\$19,281,386	\$27,868,862	\$36,675,734	\$40,867,958	\$45,220,664



APPENDICES

Pro Forma – 5 Year Cash Flow

Cash Flow Analysis	Year 1 <i>Proj</i>	Year 2 <i>Proj</i>	Year 3 <i>Proj</i>	Year 4 <i>Proj</i>	Year 5 <i>Proj</i>
Cash from Operating Activities					
Excess income	\$19,281,386	\$8,587,475	\$8,806,872	\$4,192,224	\$4,352,706
Change in Inventory	\$0	\$0	\$0	\$0	\$0
Accounts Payable Increase	\$776,100	\$1,651,794	\$1,806,771	\$1,907,313	\$2,002,541
Accounts Payable Paid	(\$776,100)	(\$1,651,794)	(\$1,806,771)	(\$1,907,313)	(\$2,002,541)
Add Back Depreciation&Amorti	\$824,000	\$955,000	\$966,000	\$977,000	\$988,000
Total Cash from Operations	\$20,105,386	\$9,542,475	\$9,772,872	\$5,169,224	\$5,340,706
Cash from Investing					
Purchases of P&E	(\$320,000)	(\$55,000)	(\$55,000)	(\$55,000)	(\$55,000)
Purchases of Real Estate	(\$19,000,000)	(\$3,000,000)	\$0	\$0	\$0
Total Cash from Investing	(\$19,320,000)	(\$3,055,000)	(\$55,000)	(\$55,000)	(\$55,000)
Cash from Financing					
Loan	\$0	\$0	\$0	\$0	\$0
Total Cash from Financing	\$0	\$0	\$0	\$0	\$0
Change in Cash	\$785,386	\$6,487,475	\$9,717,872	\$5,114,224	\$5,285,706
Opening Balance	\$0	\$785,386	\$7,272,862	\$16,990,734	\$22,104,958
Ending Cash Balance	\$785,386	\$7,272,862	\$16,990,734	\$22,104,958	\$27,390,664

