



Friends of Prescott, Inc.

Business Plan for the Prescott School Building

February 27, 2019

Friends of Prescott – Business Plan for the Prescott School Building



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February 27, 2019

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Groton Board of Selectmen
Town of Groton, MA

Dear Sirs and Madams,

I am pleased to present the Business Plan for the use of the Prescott School by Friends of Prescott, Inc. for this year and the next two years. This business plan is provided under the terms of the lease between the Town of Groton and Friends of Prescott, Inc.

Rental of the Prescott School during the 2017-2018 year from the Groton Dunstable Regional School District gave Friends of Prescott initial experience with programming and building the Prescott School Community Center. This year, with approval of the lease August, 2018, we have built upon our prior PSCC programming, and have begun leasing space in addition to offering short term rentals. Through programming, leases, and rentals, we also achieve another organizational goal of "Preserving Prescott for the Community" and keeping the building as a public asset.

The Board of Directors and I look forward to discussing this business plan with you in the near future, and hope that it meets the criteria set forth in our lease agreement.

Sincerely,

Mary Athey Jennings
President, Friends of Prescott, Inc.

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Friends of Prescott – Business Plan for the Prescott School Building

I. Executive Summary

Company and Mission

Friends of Prescott is a 501 (c) 3 nonprofit corporation. Its mission is to “Preserve Prescott for the Community” by developing a centrally located place that:

- keeps the building as a Town asset
- provides space for non-profit and for-profit organizations
- creates educational programming for all ages

Business Product

Fitting our mission, we have three major segments of operation:

- To date, the building has been kept as a Town asset, with rental of the property first to the Groton Dunstable Regional School District, and currently to Friends of Prescott, Inc.
- We offer low cost rental space for commercial and nonprofit organizations. To date, there are three sub-lease tenants occupying offices on the first floor of the building.
- We provide programming for preschoolers through seniors, covering the arts, crafts, athletics, hobbies, life-long learning, and just plain fun. We have been averaging 150-250 registrations and approximately 35 or more offerings per session.

We have several competitive advantages in each of these segments:

- Centrally located
- Wide variety of spaces for all purposes from the gymnasium to small office space
- Our costs are low and we will be able to provide highly competitive pricing
- We have strong relationships with local organizations, business and non-profits and our brand is spreading quickly.

A well occupied first floor, and a money-making Community Center on the ground floor will lay a solid foundation for a self-sustaining Prescott School Building.

Goals and Milestones

Our primary goal is to operate the Prescott School Building at no cost to the Town. We believe we can accomplish this during the three-year lease signed with the Town. In addition, we expect to work with the Town to upgrade the safety of the building through seeking a 50% State Matching Grant to augment the CPA grant voted on at the 2017 Spring Town Meeting to install a Fire Alarm and Sprinkler system.

We fully expect to increase commercial sub-leases on the first floor and to expand program offerings through the Community Center. We plan to establish a Groton Welcome Center on the premises supported by the business and nonprofit community.

We expect to contribute our profits into a Maintenance Fund of \$20,000 in Year 3 of this lease and in the future contribute this amount plus \$15,000 per year to a Town Prescott Capitalization Reserve Fund. We also envision working with the Town to go before a future Town Meeting to seek support for CPA funding to renovate the building and site to meet the needs of a dynamic Town Center.

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Target Market

The mixed-use facility at Prescott endeavors to serve a multi-generational growing population in Groton (11,000+) and surrounding communities (75,000+). In some areas, we are in competition with public organizations that are supported by tax dollars and as such, charge no or minimal fees.

In those instances, Prescott attempts to offer its services during hours these public organizations are not open or to an audience beyond their target audience. We provide much needed municipal space.

Operations and Management

The daily operations will include managing the activities of several non-profit and/or Town government sub-leases and for-profit commercial sub-leases. Operating hours for the building will be set according to Community Center class schedules. Sub-Lease tenants will have unlimited access to the building.

A full time Office Coordinator and a part time Custodian will be hired this year. Sub-contracted teaching associates also are hired. Other subcontractors include; specialized maintenance employees; graphics and media consultants; and legal and accounting services.

The Friends of Prescott is overseen by a Board of Directors and an Advisory Board will be appointed this spring to assist the Board in meeting its goals and vision.

Financials

Last year the Friends held a Founders Campaign that raised more than \$41,000 from over 30 individuals. We have had additional contributions exceeding \$10,000 this year alone. These startup funds will guarantee that the Friends will be able to meet the obligations of the three-year Lease.

Operating Income is made up mainly of the Prescott School Community Center programming plus the room and office short and long-term rental income. Long-term rental income (leases) is projected to become a larger portion of the income stream as the occupancy rate of the building grows. This will be made possible by the installation of a fire alarm and sprinkler system in Year 2, making the second floor rentable to non-public parties.

All expenses are categorized as Operating Expenses. (see Appendix 1) Major expenses are Personnel, Utilities, Programming, and General Office Expenses

The Town lease calls for rent of one-half of operating budget profits (not including donations and fund-raising) in Years 1, 2 and 3, plus a commitment in Year 3 of \$20,000 to the Town's maintenance fund, a portion of which is used for grounds and parking lot maintenance and plowing of the public areas around the building. At this time it is not projected that any operating profits will be made in the first three years. However, in Year Three it is projected that Friends of Prescott will be able to pay the Town \$20,000 in maintenance funds.

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II. Company Description

Friends of Prescott is a 501© (3) not-for-profit organization dedicated to preserving the Prescott School as a National and State Registered Historic Building for the use and enjoyment of the Groton community as a Mixed-Use Town asset.

Mission Statement

Friends of Prescott's mission is to "Preserve Prescott for the Community" by developing a centrally located place that:

- keeps the building as a Town asset
- provides space for non-profit and for-profit organizations
- creates educational programming for all ages

Short Term Milestones

Year 1

1. Expand PSCC Offerings to three semesters
2. Lease portion of the First Floor/share space with PSCC
3. Apply for CPA grant for Fire Alarm System to enhance Code
4. Apply for MA State Historic grant for matching funds for Sprinkler System and fire Alarm
5. Create the Groton Welcome Center

Year 2

1. Expand PSCC Offerings to school vacation offerings
2. Install sprinkler/fire alarm system
3. Apply for CPA grant for Feasibility Study: Renovations to Building and seek Town Meeting approval (spring or fall Town Meeting)
4. Lease most of 1st floor/move PSCC programming to Ground Floor

Year 3

1. Expand PSCC Offering to Educational Programs/ Summer Programs
2. Apply for CPA grant for Renovations to Building and seek Town Meeting approval
3. Lease portion of Second Floor
4. Renew Lease of Prescott with Town of Groton

Long Term Milestones

1. Invest \$15,000 per year from Friends of Prescott profits into a Capital Reserve Fund for capital improvements to the building
2. Support Town and Prescott Maintenance fund of \$20,000 per year
3. Hire a full time Office Coordinator and support staff
4. Work with the Town of Groton to:
 - Renovate the building for expanded leasing opportunities
 - Expand on-site municipal parking

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III. Products and Services

The Friends of Prescott currently provides three distinct services to the Town of Groton. We consider all as essential elements of our business program.

1. **Prescott Building Preservation:** We will preserve the current building in its current configuration and status as an historic building. According to the March 6, 2012 Bargmann Report, prepared for the Prescott School Reuse Committee, the Prescott School Building is “one of a limited number of remaining historic Main Street schools in America.” We will maintain the building and its community access as a public asset of the Town of Groton. As a 501 (c) (3) corporation, we will work with the Town to secure necessary funds for rehabilitation and repair through a combination of direct contributions to a Town Capital Reserve Fund, Community Preservation Act funds, and state, federal, and private grants.
2. **Prescott Building Management:** Our plan will be to preserve the historic Prescott Building with no tax burden on the town. We will do this by making the building an inviting and thriving center for local businesses, non-profits and the town population as a whole. With a combination of leases, casual/event rentals, and business supported services we expect that the building will be self-sustaining.
Leases: We have been fortunate to secure three sub-leases for offices on the first floor of the building. It is our intention to make the ground floor useable for the Prescott School Community Center operation, making the first-floor space available for additional sub-leases. A well occupied first floor, and a money-making community center on the ground floor will lay a solid foundation for a self-sustaining Prescott Building and Community Center.
Casual Rentals: We will include celebrations and meetings for local townsfolk, clubs, charitable organizations and business. This category will include birthday parties, holiday celebrations, general meetings, athletic leagues, school vacation and summer programs. (see Appendix 4)
Groton Welcome Center: The Groton Welcome Center will be supported by local businesses and community groups. It will be a casual drop in center that features town information (including a map with supporter ads) and information on the supporting businesses.
3. **Prescott Building Community Center:** Equally pressing within our agenda is a thriving, diverse community center in the heart of our community. The Prescott School Community Center has been active for three semesters and has shown growth and enthusiastic public support. We provide programming for preschoolers through seniors, covering the arts, crafts, athletics, hobbies, life-long learning, and just plain fun. We have been averaging 150-250 registrations and approximately 35 or more offerings per session. Our intention is to continue to focus on our Groton base while expanding our marketing efforts to the immediately surrounding towns.

We have several competitive advantages in each of these segments:

- Centrally located
- Wide variety of spaces for all purposes from the gymnasium to small office space
- Our costs are low and we will be able to provide highly competitive pricing
- We have strong relationships with local organizations, business and non-profits and our brand is spreading quickly

We believe that we have a winning, relatable and sustainable product.

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IV. Marketing Plan

Target Market

The mixed-use facility at Prescott endeavors to serve a multi-generational growing population in Groton (11,000+) and surrounding communities (75,000+). The Friends will act to provide community activities and programming. Equally important, Prescott will have commercial for-profit companies and nonprofit organizations on site to attract residents and visitors in order to create a vibrant Town Center experience.

Market Research

Prescott School Community Center has set its rates for rental, leases and programming fees based on competitive rates in the area.

1. Commercial Rental Space
 - Average Rate for Groton \$18/square foot including utilities
 - Prescott: rooms in current condition \$10-\$15 per square foot including utilities
2. Room and Gym Rentals
 - GDRSD: weekdays, no custodial fee
 - Roudenbush: weekdays and weekends: fees
3. Cultural Offerings
 - Groton Public Library: (tax supported) Free programs
 - Groton Senior Center: (tax supported) Free programs for Senior Citizens
 - GDRSD Adult Education: (tax supported and self-supporting)
4. Recreational /Cultural
 - Littleton Recreation: (self-supporting town department)
 - Roudenbush Center, Westford: (self-supporting non-profit)
5. Arts
 - Worcester Art Center: (self-supporting)
 - Fitchburg Art Center (self-supporting)
6. Life Long Learning Programs
 - ALPHA, Fitchburg State University
 - Rivier College, Nashua NH
 - OSHER Life Long Learning: Tufts and Brandeis University

In some areas, we are in competition with public organizations that are supported by tax dollars and as such, charge no or minimal fees. In those instances, Prescott attempts to offer its services:

- During hours these public organizations are not open. For example, GDRSD cannot offer programming during the school day because its classroom space is occupied.

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- To an audience beyond the target audience for other organizations. For example, the Senior Center serves a distinct population during daytime hours. Prescott offers classes to toddlers through senior citizens, most classes occur at all times during the day, evenings and weekends.
- To augment the space limitations of some organizations. For example, the capacity of the Groton Public Library is at its maximum for Life Long Learning and it does not have the seating capacity for large programs and classes.

Market Niche

PSCC's multi-purpose space positions itself to offering extensive and diverse programming that other local organizations cannot fully provide:

- PSCC has a gym that will be able to accommodate a 300-person capacity - which allows a broad range of activities from sports to various social events run not only by PSCC but by private entities renting the space.
- The size of classrooms and access to sinks also allows versatility in programming.
- Multi-generational educational programming enhanced by other public resources and is easily accessible to Public Library, Parks, Rail Trail, Historic Society, etc.
- Mixed-use Office Building for nonprofit and for-profit businesses with access to foot traffic in Town Center.

External Market Growth

Groton is fast becoming a "destination" community. With the recent reconstruction of the Groton Inn, and a growing reputation for fine dining, Groton is attracting a significant number of out of Town visitors to our community. With the coming development of the Indian Hill Music Center, Groton will attract even more visitors. We believe the Prescott Building and the uses we plan, including a Groton Welcome Center, will augment the Town's current attractions and serve this growing population.

Market Challenges

The current lease between the Town and the Friends is for three years. Given the short-term nature of this lease, the first challenge is to attract revenues sufficient to meet the terms of the lease (see Financial Plan section VII). A typical sub-lease for a Retail Shopping tenant will require that the tenant be aware of the potential for either a major or scheduled renovation to the building at the end of the three-year sub-lease.

To date, the Friends have demonstrated that it can attract customers to attend its Community Program and sub-tenants.

Marketing Strategy

Our educational programming, event and rental & leasing information and opportunities are disseminated through a variety of sources:

- **Print Media:** PSCC catalog distribution, flyers, church newsletters, Sunday Globe West, Groton Herald & Action Unlimited. (see Appendix 4)
- **Social Media:** Facebook
- **Website:** Prescottsc.org
- **Electronic Media:** Constant Contact, Neighbor to Neighbor, Groton Dunstable Regional School District Principal's email list

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- **Cable Stations:** The Groton Channel
- **Strategic Businesses and Non-Profits:** Local Libraries, Groton Businesses & Neighboring town businesses
- **Outdoor Signage:** Prescott banner and sandwich board
- **Large and Small Gatherings and Events, Forums and Discussions:** PSCC Open House, Grotonfest, Farmers Markets, Coffee on the Couch, Founding Members Celebration, 'When Democracies Die', Fund Raising events, etc.

Marketing Budget

The annual budget for marketing use and programming is \$14,600 in year 1 and increases in year 2 to \$16,000 and year 3 to \$18,000. (see Appendix 1)

V. Operational Plan

The Friends of Prescott will operate Prescott School as a Mixed-Use Public Building. The daily operations will include managing the activities of several non-profit and/or Town government sub-leases and for-profit commercial sub-leases.

Operating hours for the building will be set according to Community Center class schedules. Sub-Lease tenants will have unlimited access to the building. The building will be potentially open seven days a week.

Location

The Prescott School Building is a 27,000 square foot building located at 145 Main Street, Groton, MA. It is a brick school building built in 1928 and is on the Massachusetts and National Registry of Historic Buildings and is part of the historic section of Groton and part of the Downtown Overlay District.

Zoning and Building Code

It currently meets the use of the building for Building Code Classification "B" and the Gymnasium for "E". According to the Town Of Groton Lease, "the premises are to be used for public and/or private purposes, such as community space, public administrative offices, educational uses, general office space and retail and/or commercial uses."

When a fire alarm and sprinkler system is installed, Prescott may be able to meet the requirement for Building Code Classification E, allowing for use of the second floor under certain conditions to meet Accessibility laws. This would increase the current rental square footage from approx. 6,000 square feet to 10,000 square feet.

Currently the Ground Floor and First Floor are accessible. All three floors have accessible bathrooms. Delivery suppliers can access the Ground Floor and the First Floor via ramps leading to double doors.

There are approximately 35 parking spaces, with 3 of them reserved for Accessible Parking. Twenty of these spaces are reserved for use by Friends of Prescott and its activities.

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The Town provides grounds and parking lot/sidewalk maintenance annually at rate of approx. \$20,000 per year. In year 3, Friends of Prescott will assume these outside grounds costs.

Operating Expenses

The operating expenses for the building, its utilities and programming costs are listed in the budget.

Annual rent to the Town of Groton is equal to fifty percent of the Gross Revenue of the Tenant for that year, minus the Total Costs of Tenancy, not including donations made to Friends of Prescott, Inc.

Legal Environment

Friends of Prescott, Inc. is a registered 501 (c) 3 nonprofit corporation, eligible to receive tax free donations. Annually its status is updated with the IRS and the State of MA.

Friends carries comprehensive general liability insurance to afford protection in limits of not less than \$1,000,000 in respect to personal injury or death to any one person and \$3,000,000 in respect to personal injury or death to any number of persons in any one occurrence and \$1,000,000 for property damage.

Friends also carries Workers Compensation Insurance.

Personnel

Friends of Prescott, Inc. is largely a volunteer organization, currently supported by two part time employees, an Office Coordinator and a Custodian. They are part-time hourly employees.

Sub-contractors also are hired. These include classroom contractors; specialized maintenance employees; graphics and media consultants.

Legal and accounting services are used on a fee-for-service basis.

Furnishings

The program operations of the Community Center are supported by existing and in many cases donated furnishings and equipment including tables, chairs, desks, couches, screens, etc. There has been generous support from the community as well. Groton's own Hollingsworth & Vose sent employees to help move heavy furniture. The Groton Area Newcomers and Friends Club purchased children's floor hockey equipment, and Country Day School of the Holy Union donated folding chairs and other educational equipment when it closed its doors last year.

VI. Management and Organization

Collaborative Partnership

Recognizing that the Prescott School Building is owned by the residents of the Town of Groton it is in the best interest of the Town that a well-defined and collaborative partnership be maintained between Town Officials, including the Select Board and the Town Manager, and the Friends of Prescott.

In order to bring this historic building to life, the Friends of Prescott seeks to continue its ongoing collaborative partnership by working closely with Town Officials as described in the Town Mission statement:

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Town Mission Statement (from the Town Website)

The Town of Groton strives to provide our residents, businesses and visitors with quality municipal services delivered in an effective, professional manner. Quality of life is enhanced through collaborative planning, personal dedication and community involvement.

To date, the Friends in partnership with the Select Board and the Town Manager have secured voter support at three sequential Town Meetings (2016, 2017 and 2018) for Community Preservation (CPA) grants to upgrade the building to meet fire safety and accessibility codes by renovating bathrooms, interior stairwells, and an exterior stairway. Friends is applying this spring for a 50% State Matching grant of \$142,500 to underwrite the cost of a complete Sprinkler and Fire Alarm system for the building.

Taken together these three CPA grants have totaled \$455,751 of new Town investment in the building.

When combined with the installation of new windows and roof (\$537,000), a new oil tank and boiler conversion (\$46,000), a concrete ramp (\$80,000), and asbestos abatement (\$30,000) - the building has been upgraded in the past twenty years totaling: \$1,148,751.

Board of Directors

Friends of Prescott is managed by a five-person Board of Directors, members of which represent an array of professional experience:

President: Mary Athey Jennings, Ph.D., former Superintendent of Schools, managed \$35 million budget with over 300 employees. Forty-three years of experience in educational programming

Vice-President: William Katter, J.D. Retired after 45 years as a Corporate Counsel to a billion-dollar international corporation, and senior manager with responsibility for a \$200 million business segment of a Fortune 50 company.

Treasurer: Bruce Easom, ScD Currently process design team project manager for hazardous metals recycling plant startup. 25 years of experience in environmental technology research and development and grant writing.

Secretary: Deb Busser, M.A. - Former HR and Product Management Director. Managed \$1+M vendor relationship and multiple profit centers. Founder of leadership development consulting firm.

Member: Lynn Spadone, Project Manager with over fifteen years leading information technology and business projects in Financial Services, Banking and e-commerce.

Employees

Office Coordinator: Christine Gross, Groton, MA

Custodian: Brad Taylor, Groton MA. Retired GDRSD custodian.

Professional Advisors

Attorney: Charles V. Vander Linden, Fitchburg, MA

Accountant: Tom Arrison, Littleton, MA

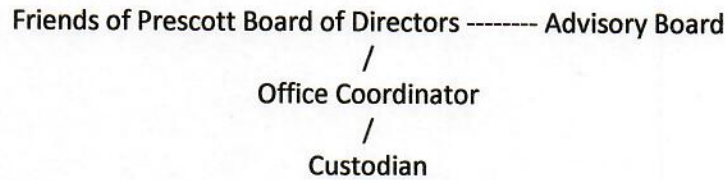
Banker: Workers Federal Credit Union, Groton MA

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Friends of Prescott Advisory Board

The Friends will organize and appoint a Prescott Advisory Board by the spring of 2019. Members of this Advisory Board will represent leaders from the community as well as the business and nonprofit community. The purpose of this Prescott Advisory Board will be to bring expertise, guidance and commitment to assist the Friends in meeting its financial goals and in serving its mission to preserve the Prescott Building as a Town asset on behalf of the Groton community.

Organizational Chart



VII. Financial Plan

Startup Funding

As a startup 501 (c) 3 nonprofit, the Friends of Prescott has been operating for two years. We have had tremendous success and support from the Groton community. Last year the Friends held a Founders Campaign that raised more than \$41,000 from over 30 individuals. We have had additional contributions exceeding \$10,000 this year alone. These startup funds will guarantee that the Friends will be able to meet the rent obligations of the current three-year Lease. (see Appendix 3)

Startup Operations

Friends of Prescott began its pilot year in 2017 (FY18) with its rental of a portion of the Prescott School from the Groton Dunstable Regional School District. Friends paid all utilities for the rooms it rented. It offered Prescott School Community Center programs in the Fall and Spring of that fiscal year, giving the organization an idea of what its revenues and expenditures might be when creating a business plan for the Town of Groton lease.

Friends of Prescott Inc. ended FY18 with \$58,614 which puts it in a stable position to begin a three-year lease with the Town of Groton. The Town lease calls for rent of one-half of operating budget profits (not including donations and fund-raising) in Years 1, 2 and 3, plus a commitment in Year 3 of \$20,000 to the Town's maintenance fund, a portion of which is used for grounds and parking lot maintenance and plowing of the public areas around the building.

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Financial Plan: Assumptions

The lease with the Town is for three years with the option of renewing for another five years. For this reason, the Financial Plan goes beyond the projected three-year budget. (See Appendix 2)

Income

Direct Public Support in the form of gifts, donations and special event income plus Investment Income is not part of Operating Income. Operating Income is made up mainly of the Prescott School Community Center programming plus the room and office short and long-term rental income.

Long-term rental income (leases) is projected to become a larger portion of the income stream as the occupancy rate of the building grows. For example, in Year 2, 33% of the rentable rooms on Floors Ground and One are projected to be rented, while in Year 3, 40% of those rooms, plus the 2nd floor will be rented. This will be made possible by the installation of a fire alarm and sprinkler system in Year 2, making the second floor rentable to non-public parties.

For the next five years, it is projected that these three floors will grow in occupancy by 5% per year until approximately all of the rentable rooms are leased at 70% occupancy. Income is projected at a consistent rate of 2019 below-market rates, given the condition of the room, assessed by a commercial real estate agent. For the purpose of this Financial Plan, any renovation of the building is NOT assumed, and rentals proceed uninterrupted by building code upgrades

Expenses

All expenses are categorized as Operating Expenses. (see Appendix 1). Major expenses are Personnel, Utilities, Programming, and General Office Expenses.

Friends agrees to pay the Town one-half of any profits after Operating Expenses are deducted from Operating Revenues. At this time, it is not projected that any profits of this type will be made in the first three years. However, in Year Three it is projected that Friends of Prescott will be able to pay the Town \$20,000 in maintenance funds. Also, in the next five years, Friends of Prescott projects that it will continue to be able to pay the Town of Groton this Maintenance fee of \$20,000, plus it will contribute \$15,000 annually to the Prescott Capital Fund (to be negotiated in a lease renewal). This will result in \$209,005 in contributions to the Town for the Prescott School, and still result in a small profit to Friends of Prescott in the amount of \$36,777. (see Appendix 2,)

VIII. Appendices

Appendix 1: Three Year Operating Budget

FRIENDS OF PRESCOTT BUDGET		PROPOSED	PROPOSED	PROPOSED
FY19-FY21		YEAR 1	YEAR 2	YEAR 3
Ordinary Income/Expense		BUDGET	BUDGET	BUDGET
		9.1.18-8.31.19	9.1.19-8.31.20	9.1.20-8.31.21
Income				
43400 · Direct Public Support				
	43440 · Gifts in Kind - Goods	\$0	\$0	\$0
	43450 · Individ, Business Contributions	\$17,000	\$20,000	\$24,000
	Special Event Income	\$10,000	\$11,310	\$13,000
	Total 43400 · Direct Public Support	\$27,000	\$31,310	\$37,000
45000 · Investments				
	45030 · Interest-Savings, Short-term CD	\$100	\$100	\$100
	Total 45000 · Investments	\$100	\$100	\$100
47200 · Program Income				
	47210 · Class tuition	\$33,500	\$36,000	\$40,000
	47220 · Tuition Processing Fee	\$2,200	\$2,400	\$2,700
	Total 47200 · Program Income	\$35,700	\$38,400	\$42,700
48000 · Room and Office Rental Income				
	48010 · Short Term Room Rental	\$4,900	\$5,000	\$5,000
	48020 · Long Term Office Space Rental	\$11,550	\$30,035	\$62,226
	Total 48000 · Room and Office Rental Income	\$16,450	\$35,035	\$67,226
	Total Income	\$79,250	\$104,845	\$147,026
Expense				
60100 · Business Expenses				
	Business Registration Fees	\$200	\$200	\$200
	Outdoor Maintenance to Town of Groton	\$0	\$0	\$20,000
	Total 60100 · Business Expenses	\$200	\$200	\$20,200
	Office Coordinator	\$16,000	\$17,280	\$18,450
	Custodian	\$15,550	\$15,550	\$16,550
	Personnel	\$31,550	\$32,830	\$35,000
60500 · Program Expenses				
	Program Instructors	\$14,100	\$15,510	\$16,940
	60540 · Tuition Discounts	\$1,100	\$1,210	\$1,330
	60550 · Tuition Refunds	\$2,200	\$2,420	\$2,670
	60500 · Program Expenses - Other	\$500	\$550	\$610
	Total 60500 · Program Expenses	\$17,900	\$19,690	\$21,550
61000 · Bank Fees				
	61010 · PayPal Fees	\$570	\$630	\$700
	Total 61000 · Bank Fees	\$570	\$630	\$700
62100 · Contract Services				
	62120 · Legal Fees	\$1,000	\$1,000	\$1,000
	62150 · Outside Contract Services	\$2,000	\$2,000	\$3,000
	Total 62100 · Contract Services	\$3,000	\$3,000	\$4,000
62800 · Facilities and Equipment				
	62800 · Facilities and Equipment - Other	\$1,000	\$1,200	\$1,400
	Total 62800 · Facilities and Equipment	\$1,000	\$1,200	\$1,400
62900 · Utilities				
	62920 · Electricity	\$2,900	\$3,000	\$3,900
	62940 · Heat	\$13,130	\$13,280	\$13,800
	62960 · Water and Sewer	\$370	\$420	\$580
	62980 · Phone	\$1,200	\$1,300	\$1,720
	Total 62900 · Utilities	\$17,600	\$18,000	\$20,000
65000 · Operations				
	Postage, Mailing Service	\$670	\$1,070	\$1,070
	65030 · Printing and Copying	\$8,500	\$9,500	\$9,500
	65040 · Supplies	\$2,000	\$2,000	\$3,000
	Outreach and special event expenses	\$2,800	\$2,800	\$3,800
	65070 · Web site	\$250	\$250	\$250
	65080 · Constant Contact expenses	\$380	\$380	\$380
	Total 65000 · Operations	\$14,600	\$16,000	\$18,000
65100 · Other Types of Expenses				
	Advertising Expenses	\$1,100	\$1,500	\$2,000
	Insurance - Liability, D and O	\$3,000	\$3,000	\$3,000
	Worker's Comp	\$550	\$600	\$700
	65160 · Other Costs	\$200	\$200	\$200
	Total 65100 · Other Types of Expenses	\$4,850	\$5,300	\$5,900
69000 · Taxes				
	69010 · Federal Taxes	\$460	\$560	\$600
	69020 · Massachusetts Taxes	\$250	\$300	\$350
	Total 69000 · Taxes	\$710	\$860	\$950
	Total Expense	\$91,980	\$97,710	\$127,700
	PROFIT	(\$12,730)	\$7,135	\$19,326

Appendix 2: Eight Year Financial Projection

FRIENDS OF PRESCOTT, INC. FINANCIAL PLAN

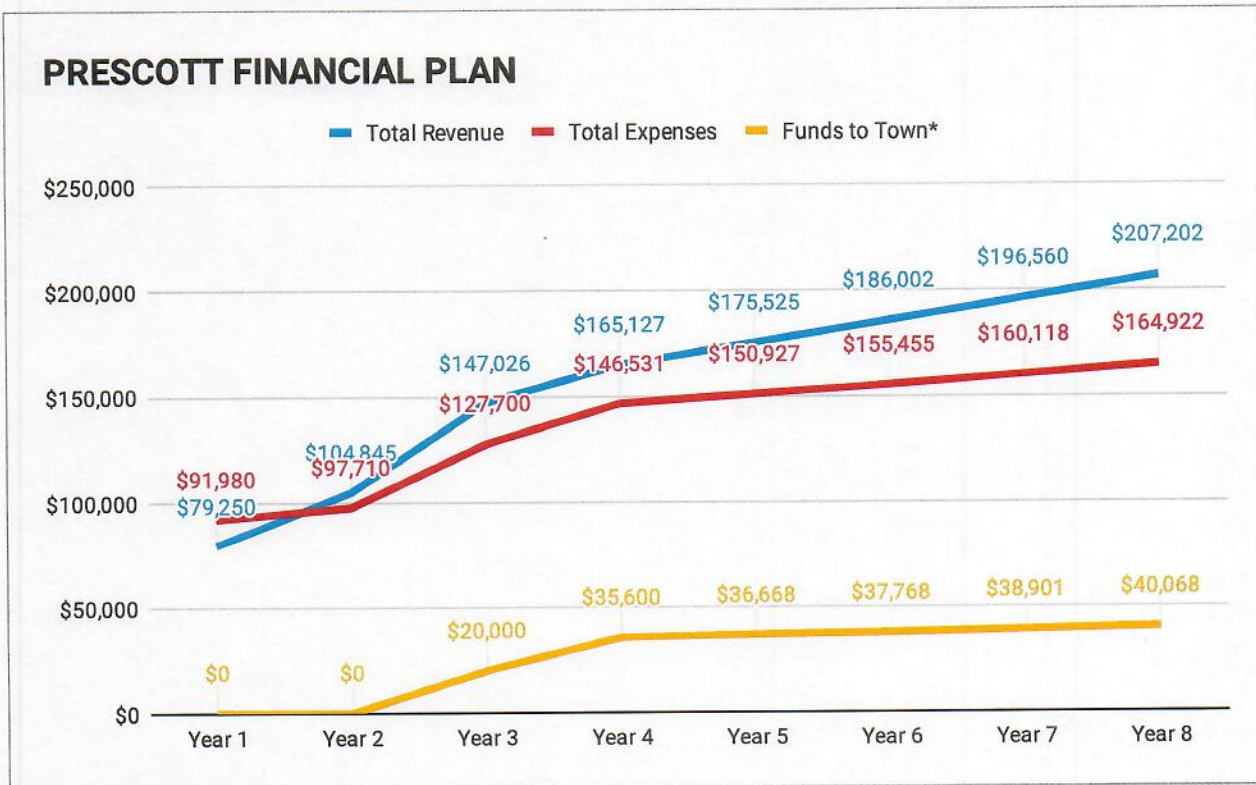
	Non-operating					FoP	Annual Funds to Town*
	Total Revenue	Income	Operating	Total Expenses	Net Profit/Loss	Retained Earnings \$58,614	
Year 1	\$79,250	\$27,100	\$52,150	\$91,980	-\$12,730	\$45,884	\$0
Year 2	\$104,845	\$31,410	\$73,435	\$97,710	\$7,135	\$53,019	\$0
Year 3	\$147,026	\$37,100	\$109,926	\$127,700	\$19,326	\$72,345	\$20,000
Year 4	\$165,127	\$38,213	\$126,914	\$146,531	\$18,596		\$35,600
Year 5	\$175,525	\$39,359	\$136,166	\$150,927	\$24,598		\$36,668
Year 6	\$186,002	\$40,540	\$145,462	\$155,455	\$30,548		\$37,768
Year 7	\$196,560	\$41,756	\$154,804	\$160,118	\$36,442		\$38,901
Year 8	\$207,202	\$43,009	\$164,193	\$164,922	\$42,281		\$40,068
Total							\$209,005

*included in expenses

Years 1-2: Rent= 1/2 Operating income -Operating Expenses

Year 3: Rent +\$20,00 Contribution to Town Maintenance Expenses

Year 4-8: Expenses include Contribution of \$20,000 to Town Maintenance +\$15,000 To Town Capitalization Fund/3% year



RENTAL ASSUMPTIONS


% occupancy X 2019 Below Market Rates

Year 1 (actual as of 2/2019)	\$11,500	Year 5 55% of three floors	\$85,561
2 33% of two floors	\$30,035	6 60% of three floors	\$93,339
3 40% of three floors	\$62,226	7 65% of three floors	\$101,117
4 50% of three floors	\$77,783	8 70% of three floors	\$108,896

Appendix 3: Founding Members

FOUNDING MEMBERS

Diane & Sadie Amaral • Bob & Judy Anderson • The Benedict Perini Family
C. Leonard Bennett • Camilla Blackman • Hon. Robert S. & Ellen T. Hargraves
Mark Brooks • Nancy Leigh Burdine • Deb & Rob Busser • Carol & Carl Canner
Attorney Robert L. Collins • Kirsta & Chris Davey • *In memory of* George “Fran” Dillon
Louis DiMola & Ginny Koslow • Bruce H. Eason • Michael & Kathryn Ellis Moore & Family
Energy Spring Leadership • Berta Erickson • Kenneth & Andrea Erickson & Family
EXIT Assurance Realty
Chet & Mary Ann Gapinski
Linda D. Jordan
Richard Lewis
Sue & Bob Lotz
MaryBeth McKinnon
Ebi & Desiree Masalehdan
Mark E. & Karen Mulligan



Filho's Cucina
The Groton Inn
Steve & Marie Lane
John & Grace Llodra
Moison Ace Hardware
Peter & Claire Macy
Jim & Emily Ray
Halsey & Julie Platt

Platt Builders • Edythe Salzman • Hon. Sheila & Stephen Harrington
John & Janis (Erickson) Raguin • Susan Randazzo & Stuart Schulman
Jim & Emily Ray • Gregory L. & Marianne K. Reiff • David & Bobbie Spiegelman
Kristen & Rob Stone • Liz & Ed Strachan • Dr. Marcia G. Synnott
Charles E. Vander Linden & Patricia A. Hartvigsen • Pamela Worden & Charles Faucher
June Adams Johnson & Steve Lieman • Mary Athey Jennings & James Simko

Friends of Prescott – Business Plan for the Prescott School Building

Appendix 4: Birthday Party Flyer



We have space to make your next event extra-special!

- Birthdays
- Sports
- Special parties
- Family gatherings



Located right in the middle of town with plenty of parking. This is a great place for 10 to 100 people for dances, arts and crafts, puppet show, magicians. Bring your idea, we can show secure your space!



Gym and Party Room:

- \$165 for 2 hours, includes setup, equipment, cleanup and onsite support

Party Room Only:

- \$90 for 2 hours, includes setup, equipment, cleanup and onsite support

Gym Only:

- \$140 for 2 hours, includes setup, equipment, cleanup and onsite support

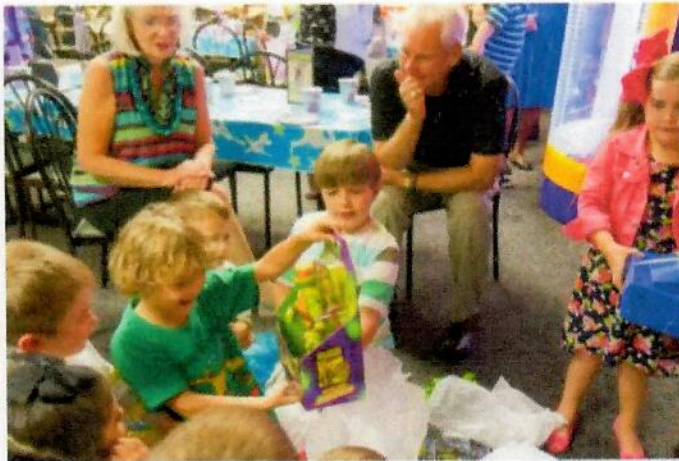
Additional fees apply for extra hours. A deposit is required to secure the space.

Reserve your next event:

Call: 978-877-6933

Or email:

prescottscc@gmail.com



Friends of Prescott – Business Plan for the Prescott School Building

Appendix 5: Prescott School Community Center Spring 2019 Catalog

Catalogs provided separately