

Executive Summary

Executive Overview

Overview

The California Indian Museum & Cultural Center (CIMCC), a nonprofit 501(c)(3) organization since 1996, will establish a social enterprise Museum Store & Art Gallery at its permanent location in Santa Rosa, California. The Museum Store will act as a Native marketplace for the local Native community, as well as serve as an extension of CIMCC's educational exhibit(s) for museum visitors. The store will create a space for Native vendors, primarily local to California, to showcase and sell their items. This rare entrepreneurial opportunity for Native California Indians supports the museum's mission of preserving and promoting California Native culture, heritage, and history.

Most significantly, The Museum Store will operate as a social enterprise which supports a Native Youth Employment Training Program (NYETP) which will be established at CIMCC. The store will be staffed with graduates of the youth training program and store profits fund the continuation of the program. The NYETP provides Native youth (ages 15-24) with culturally-specific educational support and job training in an effort to address the wide cultural gap in higher education and employment attainment. Thus, The Museum Store's motto will be, "*Selling education. Creating opportunity. Honoring culture.*" and/or "*Promoting Indigenuity.*"

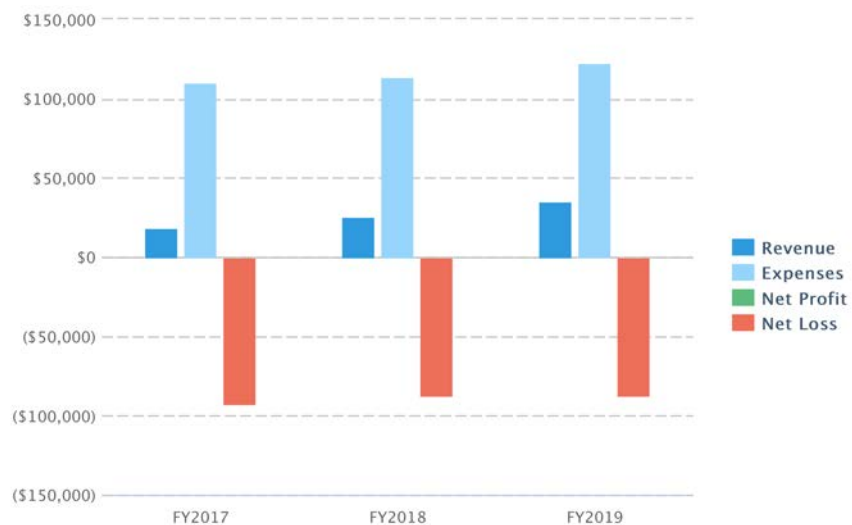
Store profits fund not only the training program, but eventually generate additional profit to further the development and outreach of the museum and its mission. The store will showcase California Native art, culture, language, and community by building strong relationships with Native vendors and supporting other Native social enterprises. The gift store will operate both onsite at the California Indian Museum and online in order to increase accessibility and profitability.

Start-up funds for the store are made possible by an Administration for Native Americans Sustainable Employment and Economic Development Strategies (ANA SEEDS) grant. This is a 5-year grant which helps aid the first 3 years of the store's operations. In addition to the ANA SEEDS grant, CIMCC is in the process of securing

other smaller grants and donations, as well as providing charitable in-kind funds through its museum platform. We aim to keep the store operational and profitable long past the 3 years funded by the initial ANA SEEDS grant.

The sales forecasts used in this business plan are conservative, as CIMCC does not currently have consistently high museum traffic, and the intention is that this store brings new traffic as well as revitalizes Native, local and tourist interest in the museum.

Financial Highlights by Year



Mission

The California Indian Museum & Cultural Center will establish a nonprofit social enterprise museum gift store and art gallery in order to provide Native youth with educational support and job training, while also preserving and promoting California Native culture, heritage, and history.

Objectives

- Become a widely recognized resource among the local Native community for their Native goods.

- To be “on the map” for local Sonoma County tourist destinations, as an extension of the California Indian Museum.
- Become an encouraging space for Native vendors to sell their goods in a fair, sustainable, and socially responsible environment (fair trade).
- Showcase California Native cultures and foster public appreciation for contemporary and traditional Indian arts.
- Generate enough profit to fund the Native Youth Employment Training Program by the end of Operational Year 1. **[see NYETP Strategic Plan for more details]**
- Train and employ at least 72 Native youth over the course of the first 3 Operational Years of the program.
- Breakeven by Operational Year 3, so that the Museum Store can become self-sufficient by the grant's end on 09/29/2019 and therefore the store can remain open and profitable past the life of the grant.
- Maintain a gross profit margin of 55% or more for the first 3 operational years.
- Maintain a direct cost of sales of 45.45% or less.
- Develop e-commerce to existing museum website as well as to external web commerce venues concurrent with the brick-and-mortar store’s opening (*Etsy, Aftcra, etc.*).

Keys to Success

- Participating in product source transparency, so that customers have the security of knowing from where their prospective purchase originates and by which tribe or artist. Buying most products from Native local vendors allows us more effective quality control and relates more directly to the museum’s mission of supporting California Indians.
- Add value to the educational mission of The Museum Store by having the Native Youth Advisory Committee (NYAC) to the Tribal Ambassador’s Through Business project create and sell a product line made exclusively by the youth. This youth-designed product serves as a featured “one-of-a-kind” product with a unique selling point which supports the entrepreneurial endeavors of the youth.
- Engage the Native and local community’s interest in The Museum Store by conducting community outreach at pow wows, participating in Sonoma County events, and networking with local tribes so that the gift store becomes a strong community resource.

- Establish a customer loyalty base by utilizing such resources as CIMCC museum memberships, and capturing customer information. We will implement an incentive program to reward customer loyalty.
- Achieve heightened community awareness and public knowledge of CIMCC's museum and The Museum Store via accessible and trending media channels such as social media.
- Attract more traffic to CIMCC's location by reviving the public knowledge and interest in the California Indian Museum so that we may achieve a greater audience for the store.
- Capture the local art and wine tourism demographic by incorporating an art gallery featuring Native artists to The Museum Store. The presence of an art gallery also adds potential high-dollar commission sales for the store as well as for the Native artists by whom they're made, which further supports our mission of promoting Native vendors and artists.
- Further engage the community in interactive activities and cultural events led by experienced Native artists at The Museum Store (especially youth-focused events) such as crafting activities and storytelling hours. These events result in purchased product materials which are supplemental to the community events (ex: basketweaving kit).
- Educating the community and customers on the social enterprise mission of The Museum Store so that customers understand their purchase supports the charitable cause of educating and engaging Native youth in the workforce.

Company Summary

Company Overview

CIMCC's museum store will operate as a Native marketplace where customers can come for all their Native-made goods and needs. The store will specialize in local Native-made goods, but will feature California Native as well as All Nation Native-made products as well. In addition to being a space marketed specifically to the local Native community, the store will also serve as an educational and cultural extension of the California Indian Museum. As such, The Museum Store will advertise and do community outreach in the local Sonoma county market as well, specifically in respect to capturing the tourism market.

The Museum Store will support the creation of an art gallery which will promote Native art and artists, provide unique and high-dollar potential sales for the store, and will help CIMCC capture the Sonoma County art tourism market.

The Museum Store will fully support CIMCC's Native Youth Employment Training Program (NYETP), and as such, will be used as a training model for graduates of the youth training program. Working in the store will allow the graduates to gain onsite real-world experience in the specialized retail industry, and allows the youth the opportunity to put to test the hard and soft job skills that they will have acquired in the training program. Customers of The Museum Store directly support this charitable endeavor, and this model motivates potential customers to support this cause by shopping at CIMCC's museum store. **[see NYETP strategic plan for more details]**

Products for purchase include: beauty and body care; apparel; jewelry; media and technology; educational materials; youth goods; art; home goods; kitchen and cookware; food and beverage; Native plants and herbs; natural remedies; as well as classic gift store goods. This range of product ensures that a community marketplace for Native peoples is created; museum visitors and tourists have a souvenir of their experience to take home; and that the California Indian Museum's educational mission is supplemented by continued-learning products in The Museum Store. There is something for everyone, and yet the mission of the museum and the social enterprise objective of the store are consistent throughout.

The social enterprise museum store and art gallery will operate through the museum structure already in place at CIMCC's physical location, 5250 Aero Drive, Santa Rosa, California, 95403. Just minutes from the 101 Freeway/Highway 12 and only 2 miles from the Sonoma County Airport, the physical location of the store, though a bit discrete, has the potential to attract a large audience due to its accessible location.

Company Ownership

The Museum Store will operate as a social enterprise under its parent nonprofit institution, the California Indian Museum & Cultural Center.

Products and Services

Products

The following is an overview of proposed products by category:

Beauty and Body Care

Native beauty and body care items are not typically readily available at other Indian community resources such as pow wows, gatherings, and conferences; therefore, we anticipate this product category to be very successful in the store. These products are ideal for gifting as well as for repeat purchases as the products are disposable. Price points ranging from \$5 - \$50+ (*gift baskets*).

- Handmade lotions/salves
- Indigenous-owned skincare lines
- Indigenous-owned cosmetic lines
- Native hair care lines
- Aboriginal soaps
- Gift baskets available

Apparel

We expect apparel to be a consistent sales point for the store. A large range of product type, from humorous to historical, will be offered in varying sizes, but purchased in conservative amounts. Price points ranging from \$15- \$60.

- Crocheted designs by local Native artist
- Apparel featuring Native designs
- Attire depicting historical images
- Native humor apparel

Jewelry

Jewelry will most likely be our most profitable category of product. Already there exists a wide-reaching appreciation of Native American jewelry; there exists a built-in product knowledge and clientele. Price points ranging from \$5 - \$250+.

- Women and men; traditional and modern
- Precious and semi-precious gemstones: turquoise,
- Made from Native materials such as abalone shell (local), dentalium shell, botanical materials, copper, wood, metals, animal and faux animal materials (quill, bone, hyde, feathers), etc.
- Basket jewelry (local)
- Jewelry making materials: beads, bead strands, shells, feathers, jewelry accessories (clasps, closures, hooks, etc.)
- Jewelry making kits

Media and Technology

We will sell media and technology product in an interactive format to our customers. Tools such as display iPads, audio headphone corners, and other collaborative devices allow for a user-friendly shopping experience. Price points ranging from \$5 - \$40.

- Educational media and technology: DVDs, CDs, mobile applications
- Recreational media and technology
- Language learning software
- Native music albums
- Storytelling and poetry CDs
- Media and technology accessories: phone cases, jump drives, laptop stickers, camera straps, etc.

Educational Materials

Educational materials, more than any other product category, will serve as an extension of CIMCC's museum exhibit(s). We will utilize product placement, suggestive selling, and emphasis on product value to help drive sells in this category. We will have a large selection of books. Price points ranging from \$8 - \$100.

- Books: Native history, Native education, storytelling, biographies, etc.

- Curricula: historically accurate, unbiased educational resources
- Interactive educational mediums: puzzles, games, etc.
- Maps: GIS maps, tribal maps, etc.

Youth Goods

Youth goods will be made available in a section of the store which becomes an inviting children's area complete with toys, a playing area, and product displayed at children's eye-level. These products will also be promoted in the community workshops and classes which will be held at the Museum Store. Price points ranging from \$6 - \$60.

- Children's books
- Educational toys: flash cards, games, etc.
- Traditional toys
- Stuffed animals and dolls
- Craft kits: jewelry, dolls, storytelling, basketweaving, etc.

Art

We expect the art category to attract potential customers to our store, but not necessarily have a high selling conversion rate. Fine art will be exhibited both in The Museum Store and in the adjacent art gallery. Community events will be organized around the art gallery, such as featured artists, exhibit openings, artist's hour, etc. Price points ranging from \$8 - \$500+.

- California tribal baskets
- Art craft kits
- Fine art by Native artists
- Originals and prints of Indigenous art
- Photography
- Native Pottery
- Native-sourced art-making materials

Home Goods

Most likely a category geared towards local customers rather than tourists (due to product size), home goods products will cater to locals by incorporating seasonal products and year-round staples. Price points ranging from \$10 - \$150.

- Handwoven blankets
- Native-made candles
- Tribal décor: pillows, lamps, picture frames, etc.
- Handwoven rugs

Kitchen and Cookware

We anticipate kitchen and cookware products to do consistently well in the store. Sonoma County spends 20.91% more on 'food at home' expenditures than the National average (according to the Economic Development Board 2013 Report). Price points ranging from \$15 - \$80.

- American Indian cookbooks
- Mugs, tumblers, and serving ware with tribal designs
- Cooking ceramics
- Mortar & pestles and metate/mealing stones

Food and Beverage

According to the Annual Tourism Report by the Economic Development Board, "culinary tourism" makes up 80% of the niche market opportunities for Sonoma County. Additionally, "culinary offerings" was rated a 4.56 out of 5 on 'tourism pull attractions,' second only to "scenery." As such, The Museum Store will be the only store in Sonoma County to offer Indigenous foods. This creates a proprietary opportunity for the store. Ethnic supermarkets are a \$29Billion industry; we aim to capture a modest share of the local ethnic supermarket industry. Many Native foods will be locally sourced. Price points ranging from \$5 - \$50+ (*wines*).

- Acorn flour
- Frybread batter
- Tribal wines
- Tribal teas

- Tribal olive oils
- Native packaged foods: Tanka buffalo jerky, Séka Hills honey (local), etc.

Native Plants and Herbs

Carrying Native plants and herbs in the retail store is an endeavor to create a community space for Native individuals. With this effort, we aim to educate and make available natural resources that are otherwise difficult to find or obtain. Community classes could be held around this product department, from cooking classes to health and wellness sessions. Price points ranging from \$3 - \$35.

- Herb-growing supplies
- Seedlings and plants: sage, yucca, mesquite, willow, etc.
- Gardening accessories
- Herb-growing kit

Natural Remedies

Natural remedies will include health, wellness, and medicinal products. Though it won't take up a large portion of the inventory, we suspect this category of product to be attractive to all customers, from Natives and non-Natives to locals and tourists alike. A societal shift towards less invasive and more natural remedies is occurring, and an increasing amount of people are trying to more effectively manage their care and utilize preventive measures. In fact, the top consumer group in Sonoma County, as listed by the Economic Development Board, is characterized by "active, healthy lifestyles" and "[frequently] visit museums." Price points ranging from \$10 - \$40.

- Essential oils
- Herbal medicines
- Medicinal Teas
- Healing salves
- Aromatherapy
- Herbal supplements
- Holistic products

Classic Gift Store Goods

Appealing primarily to the tourist museum visitor, classic gift store goods include mission-specific merchandise that you might find at any gift shop. From postcards to magnets, this category offers a quick sale at a low price point. This product serves as easy transaction add-ons and easily lends itself to suggested quantity selling (ex: 5 stickers for \$2). Price points ranging from \$1 - \$30.

- Keychains
- Postcards
- Magnets
- Bookmarks
- Calendars
- Etc.

Youth-Created Product

Create and sell a product or product line exclusively made by the Native Youth Advisory Committee to the Native Youth Employment Training Program. This youth-designed product adds value to the mission of The Museum Store and serves as a “one-of-a-kind” featured product(s) infused with charitable value. These products will be merchandised separately with proper signage to ensure social value of the product is displayed. Price points ranging from \$10 - \$45.

- Educational posters
- Youth-designed T-shirt
- Youth-generated holistic products
- Youth's art

Market Analysis

Market Analysis Summary

There is a substantial shift right now occurring in retail affecting consumer buying patterns. Increased consumer awareness has led to a social movement of consumerist sustainability. Buyers now more than ever are concerned about sourcing their goods from ethical, sustainable, eco-friendly, and fair trade origins. The emphasis is on supporting individual artisans using organic, renewable resources whenever possible. The emotional perception of a product's ethical and moral value helps determine the merchandise's "price" in this anti-consumerist movement. A reaction against big box retailers and the mega-corporation conglomerates, this grassroots movement occurred "against the backdrop of high levels of social turbulence and fragmentation," and is referred to by cultural studies experts Dr. Sam Binkley and Dr. Jo Littler as the 'responsibilization' of the consumer.

--Source: "Cultural Studies and Anti-Consumerism," Dr. Sam Binkley, Dr. Jo Littler, 2014

--Source: "The Anti-Shopping Movement Goes Mainstream," Sean Sands, 2012

This consumer movement supports The Museum Store's dedication to sourcing handmade, natural, ethically-sourced, and local goods whenever possible, as well as our dedication to source transparency of every product's origin. Shopping at The Museum Store allows these consumers the opportunity to support Native artists, while also supporting the social entrepreneurship mission of the gift store *-as profits fund CIMCC's Native Youth Employment Training Program.*

Market Segmentation

CIMCC's Museum Store's target markets are categorized by residency status, and sub-grouped by Native/non-Native ethnicity:

Sonoma County Residents

There are 500,292 residents of Sonoma County, according to the U.S. Census Bureau.

Sonoma County Native American Population

2.2% of Sonoma County residents identify as American Indian alone, which amounts to roughly 11,006 persons. This regional number is significantly higher than the state's American Indian population of 1.7%. Additionally, 3.7% of the county's population identifies as "2 or more races" which may include additional Native-identifying persons unaccounted for. Having a more dense population of American Indians locally, The Museum Store has greater potential for acquiring local Native customers.

--Source: 2013 U.S. Census Bureau

"Exurbanites" (implicitly non-Native) (0.4% of Exurbanites identify as American Indian, nationally)

'Exurbanites' are mostly adults approaching the age of retirement, but showing no signs of slowing down (median age: 49.6). Their active lifestyles include community involvement and they are generous in their charitable donations. With a median income of \$98,000, these consumers are more concerned with quality than cost. Exurbanites are primarily white college-educated individuals who "take advantage of their proximity to large metropolitan centers to support the arts, but prefer a more expansive home style in less crowded neighborhoods." This population segment is projected to experience an annual growth of 0.5%. According to 2014 reports, Exurbanites comprise the largest Tapestry Segment of Sonoma County's defining urbanization group 'Suburban Periphery.' The Sonoma County towns of Healdsburg, Sebastopol, Glen Ellen, and the 95404 postal region of Santa Rosa are predominately composed of the Exurbanite consumer group.

--Source: Esri, 2014 Tapestry Segmentation GIS data

Sonoma County Visitors & Tourists (Non-Residents)

According to the Sonoma County Economic Development Board's 2014 "Sonoma County Indicators" report, more than 7.5 million visitors come to Sonoma County every year, spending an average of \$389 per day. The Board's report on California Travel and Tourism Commission further specifies that Sonoma County's total direct travel spending was 1.6 billion in 2012 (5.5% increase from 2011). The largest share of visitor

spending went to 'food & beverage services' (26.5%) followed by 'retail sales' (19.5%), followed by 'arts, entertainment, & recreation' (18.4%). As a museum retail store, we expect to capture a share of both the 'retail sales' and 'art, entertainment, & recreation' market. Offering dual commodities in one space allows us a unique opportunity to capture more of the tourism market share, and potentially doubles our prospective audience for the retail store.

Native American Visitors & Tourists

Currently there is no data reporting on the ethnicity makeup of Sonoma County visitors & tourists. However, there is a definitive potential for CIMCC and its Museum Store to become a cultural heritage / diaspora tourist destination for Indigenous peoples in the region.

--*Source:* Sonoma County's Economic Development Board's 2013 report on the California Travel and Tourism Commission

--*Source:* Sonoma County's Economic Development Board's 2014 report on Sonoma County Indicators

Industry Analysis

The gift, novelty, and souvenir shop industry has grown into a multimillion dollar business, and industry data for museum art galleries shows positive growth trends. As Charles Gordon, writer for Maclean's magazine stated in the Encyclopedia of American Industries, "We live in a souvenir society, a world in which everything we do, everywhere we go, has to be commemorated."

Museums are a \$10 billion industry with an annual growth of 1.7%; gift shops are a \$20 billion industry with an annual growth of 0.3%; we do not have industry-specific data on museum stores, though we do expect a similar industry trend showing positive growth.

Competition & Buying Patterns

There are no direct competitors to our operation that we know of in Sonoma County. There are no other Indian American museums or gift stores, nor is there a Native American marketplace established anywhere in the area.

There are other shops featuring fair trade items in Sonoma County, but none that are specific to Native American artisans. Other fair trade shops include Kindred Fair Trade Handcrafts (Santa Rosa, CA) which features artisans from 35 countries; One World Fair Trade (Sebastopol, CA) which has products from over 50 countries worldwide; Santa Rosa Stiches (Santa Rosa, CA) which sells handmade goods from Ecuadorian artisans; and Indigenous (Sebastopol, CA) which sells goods from South American artisans.

Our closest direct competitors are not within county limits. The 2 closest competitors are likely the Maidu Museum & Historic Site's gift shop (Roseville, CA, *112 miles away*) and the NCIDC American Indian Art & Gift Shop (Eureka, CA, *213 miles away*). The Marin Museum of the American Indian also has a small gift shop (Novato, CA, *31 miles away*) but due to its limited size we don't consider it a strong competitor.

A store model somewhat similar to The Museum Store's is that of "trading posts." Trading posts are small shops that typically carry "Native American" handmade goods and craft supplies. The closest trading posts which we are aware of are Bill's Trading Post in Berkeley, CA (*61 miles away*), and Old Sacramento Trading Post in Sacramento, CA (*95 miles away*). Offering guaranteed authenticity will allow us at The Museum Store to distinguish ourselves from trading posts, which do not always have strong credibility for vending genuine Native goods.

Likely, our strongest 'competition' is local Native artists themselves selling individually at community events or within their own social and community groups. As CIMCC's Museum Store wants to acquire many of these artisans to sell in our store here onsite, we will be able to absorb the theoretical 'competition,' and strengthen our own registry of artisans while increasing our presence in the local Indigenous community in that way.

Strategy and Implementation

Strategy & Implementation Summary

CIMCC's Museum Store will develop effective sales marketing and strategies by emphasizing its customer relations and community presence while maintaining product quality and mission awareness.

The following sections further describe our methodologies to support this effort.

Competitive Edge

KEY COMPETITIVE STRENGTHS

- **Nonprofit Social Enterprise** – Customers who shop at The Museum Store support CIMCC's Native Youth Employment Training Program, as store profits fund the nonprofit program as a social enterprise. Customers can feel good about their purchases, knowing the purchase was charitable in nature.
- **Museum Affiliation** – Operating out of the California Indian Museum & Cultural Center, our store takes on the mission of the museum to “educate the public about the history, culture, and contemporary life of California Indians and to honor their contributions to civilization.” As such, the museum supports the store and the store supports the museum. This relationship allows museum visitors another resource at CIMCC. Likewise, customers of the store may find the museum provides more contexts from which to inform their purchases.
- **Handcrafted Products** – As most products will be handmade by Indigenous artists, customers that are seeking quality items that are sourced responsibly will be able to shop confidently here. This consumer responsibility, as aforementioned, can be clearly enacted at The Museum Store as all goods will be labeled with product origin and source information.
- **Indigenous Artisans** – A continued characteristic of the increased consumer responsibility movement, our customers can be confident that they are buying fair trade items made by Indigenous craftsmen. Supporting our store in turn means supporting local Native artists and their specialized crafts which hold historical, cultural, and spiritual significance.

KEY COMPETITIVE WEAKNESSES

- **Location** – Because CIMCC is located on a street with very little traffic flow, we face an added challenge to increase our visibility in the community. The area is not accessible to foot traffic, and is only accessible, in large part, by car. Despite these unique challenges, CIMCC is located just off the 101 Freeway and near the Sonoma County Airport, making it a potentially attractive stop for tourists on their way to/from Healdsburg.
- **Customer Acquisition** – CIMCC is somewhat of a hidden gem in the community. As such, it does not receive a high volume of museum visitors. In preparation for acquiring a customer base for The Museum Store, we will have to also acquire an increased customer base for the museum and the community resources it offers. In preparation for this, CIMCC has already begun a strong social media campaign to acquire new potential customers.

Marketing Strategy

Marketing Channels

SOCIAL MEDIA

The Museum Store will focus its marketing on customer acquisition by increasing its online social media presence. Social media is a free marketing tool that is so critical in this day and age; it allows start-ups like The Museum Store build a customer base and reach a larger audience. The way a small business handles their social media presence cues the potential customer into how they manage and operate their business. Social media platforms will include: Facebook, Yelp, Twitter, Pinterest.

COMMUNITY PRESENCE

In addition to building a strong social media presence, CIMCC's Museum Store will continue to develop their presence in both the local Sonoma County community as well as in local Native community events. With the advent of community cultural events held at The Museum Store (basketweaving classes, storybook workshops, etc.), we expect to attract parents of younger children as new and repeat customers.

MUSEUM MEMBERS

We plan on marketing directly to existing museum members. By offering them a 10% discount on merchandise, we encourage and reward museum members for their continued support. Utilizing the quarterly newsletter that CIMCC releases, we can advertise at no charge to this audience. Additionally, we will use email campaigns to inform members and email subscribers of exciting updates.

PUBLIC MARKETING

We will market to the public utilizing media venues such as print ads, online outreach, organized email campaigns, and community boards. In addition, we will sponsor and/or be representatives at community sporting and wine events where we will offer discounts to attendees who become customers. Additionally, we will explore radio and television promotions.

Pricing Strategy

In line with industry standards, The Museum Store will retail items for at least 2.2 times the wholesale price. Furthermore, unique one-of-a-kind items will be priced higher, according to its exclusive nature and perceived value. Merchandising techniques will help aid to this extent. Additionally, items that are Native-made and handcrafted will sell at a higher price point to ensure our vendors get paid a fair wage for their product; we foresee this as being advantageous to our store profits as fair trade goods are part of our sales model, and therefore, clientele.

Sales Strategy

Overview

The Museum Store's sales strategy is first and foremost to connect with individual customers on an interpersonal level and to share the social enterprise mission of the store with all potential customers. Educating each and every customer in a professional, personal, and efficient manner will be key to the customer's experience and the sales conversion rate.

Products & Merchandising

PRODUCTS

- **Proprietary Products** – Products such as the Native Youth Advisory Committee-made products are proprietary in nature and have a unique tie to the museum and to the mission of the Native Youth Employment Training Program. We expect these items to be strong sellers as they are featured items and will be merchandised appropriately.
- **Souvenir Products** – Appealing to the Sonoma County tourist, these small keepsakes with CIMCC's name/logo allow the visitor to commemorate their experience with a physical memento.
- **(Rotating) Featured Artists** – As part of the Art Gallery, rotating featured artists allows a window of limited buying opportunity for art collectors/consumers.

MERCHANDISING

The Museum Store will use effective and proven merchandising techniques to help drive sales. Creating a welcoming, warm, personal ambiance allows the customer to feel more 'at home' and at ease in their shopping experience. We want customers to have the ability to wander around at their leisure, take a seat, and skim a book we have for sale or watch their kids have fun exploring the interactive youth area of our store. In place of industrial, cold display cases we will use reclaimed display furniture with a Native flair. In place of an overbearing cash wrap, we will have a discrete table or buffet with low-profile cash registers. We want to invite and welcome our guests to stay awhile.

In addition to general merchandising techniques, we will execute an "exhibition merchandising strategy." This merchandising technique entails exhibiting high-end one-of-a-kind merchandise in the museum space as part of the exhibition, with an opportunity to purchase it directly out of the living museum exhibit. These few products would be on consignment from the artist. The advantage to merchandising select valuable product as exhibit pieces is that the customer perceives an increased value to the product as it has been infused with the historical, cultural, and contextual significance of being showcased as a museum artifact.

ANNUAL INDIAN MARKET EVENT

CIMCC's Museum Store & Art Gallery will host an Annual Indian Market event to draw a community of elite artists and an audience of new customers. The Annual Indian Market will require an application process with selective artist/vendor admission. At the market, CIMCC will award artists who compete for certain prized titles. We expect this event to attract a large audience and put CIMCC "on the map" for Native vendors and those who appreciate Native art and local community events.

Management

Management Summary

The Museum Store will be owned and managed by its museum parent affiliate, the California Indian Museum & Cultural Center. Many of the store's operational costs, such as rent and electric, will be in-kind from the museum. All decisions about the store will be made by CIMCC's management and directors.

The California Indian Museum & Cultural Center (CIMCC) was established in 1996 as a first class museum facility in which to portray California Indian history and culture from an Indian perspective. The museum showcases and encourages the present-day renaissance of California Indian culture, affirming its survival and continued vitality in the face of extreme adversity. Additionally, the museum provides opportunities for Native Americans to receive training and experience in a variety of fields such as museum direction, curation, design and interpretation. The Museum was developed by the National Indian Justice Center (NIJC), a 100% Indian owned and operated nonprofit corporation. Originally founded in 1983 as a resource for tribal courts, the NIJC has steadily expanded its mission and is now known as a major force for improving the quality of life and the quality of justice in Indian country. CIMCC has been at its current location since November, 2000.

Museum director Nicole Lim is Pomo from Northern California. She received her Bachelor of Arts Degree from the University of California at Berkeley and a Juris Doctorate from the University of San Francisco School of Law. She has worked for the National Indian Justice Center (NIJC) and the California Indian Museum and Cultural Center over the past fifteen years. During the summer of 1998 she interned at the U.S. EPA Region IX Indian Programs Office, and she has taught undergraduate courses on U.S. Law and American Indians at San Francisco State University. She also serves as an assistant professor of Ethnic Studies, Native American program at Sacramento State University. She is the director of community relations for Naqmayam Communications, an Indian owned and operated public relations firm that handles accounts with tribes, tribal organizations and corporations that seek visibility in Indian Country. Ms. Lim serves as a trainer for NIJC's regional and on-site training programs in the subject matter of Fetal Alcohol Syndrome and its Impact on Justice Systems, Juvenile

Delinquency and Gang Violence and Federal Indian Law. She also is the executive director of the California Indian Museum and Cultural Center. She directs programs for education/curricular reform, exhibition development, native language revitalization, and tribal youth enrichment. In 2014 she was appointed to the 4th District Agricultural Association, Sonoma-Marín Fair Board and serves as the Co-Chair of the government relations committee for the California Association of Museums.

The Career Development Specialist and Museum Store project manager, Jameylyn Warren, will help oversee The Museum Store's development and operations. Jameylyn has over 6 years of retail management experience and has been previously involved in opening stores from the ground-up. She will also head the Native Youth Employment Training Program, and is responsible for the Native Youth Advisory Committee.

The ANA SEEDS grant has budgeted for 1 Sales Manager to join the Museum Store team at the end of grant year 2, sometime around September, 2016. This Sales Manager would be in charge of the daily operations of the store, and would be responsible for maintaining the standards of customer service and product knowledge while tracking inventory and managing personnel.

Additionally, The Museum Store's professional support and advisory team include:

- Financial Manager – Dixie Myers
- Accountants – Cassandra Overton & Beverly Howell
- Development Specialist – Carol Olivia
- CIMCC's Board of Directors – Joseph Myers, *President*; Karen Biestman, *Vice President*; Joely Proudfit, *Secretary/Treasurer*; Gerald Burroni, *Emeritus*; Rosemary Morillo; Susan Hale; Michael Lombardi; Jacy Romero-Ontiveros
- Administrative Assistant & Outreach Coordinator – Carrie Taylor
- Webmaster – Tom Litchfield
- I.T. – Doug Royer
- Maintenance Support – Sal Castillo
- Native Youth Advisory Committee – *rotates annually*
- Mentors & Key Advisors

Personnel Plan

Personnel Plan Summary

YOUTH STAFF

Native Youth Employment Training (NYETP) graduates get the opportunity to work in The Museum Store for 3 months following their 3 month classroom-based component of the NYETP, putting into practice the skills and professionalism they have learned. After 3 months working in the store, graduates of the program will receive job placement support in their local communities, as a new cycle of NYETP graduates staff the store.

NYETP graduates working in The Museum Store receive stipends or hourly wages.

This staff model lends itself to consistently new customer service and hospitality, as the store serves as a training model to the youth. This staffing modality allows customers to 'see' the social enterprise mission in action, and strengthens the core mission of the store.

MANAGEMENT

See the personnel table for salary figures and the personnel budget.

Personnel Table

	FY2017	FY2018	FY2019
Staff	\$5,000	\$5,000	\$5,000
Sales Manager	\$68,000	\$68,000	\$71,400
Total	\$73,000	\$73,000	\$76,400

Financial Plan

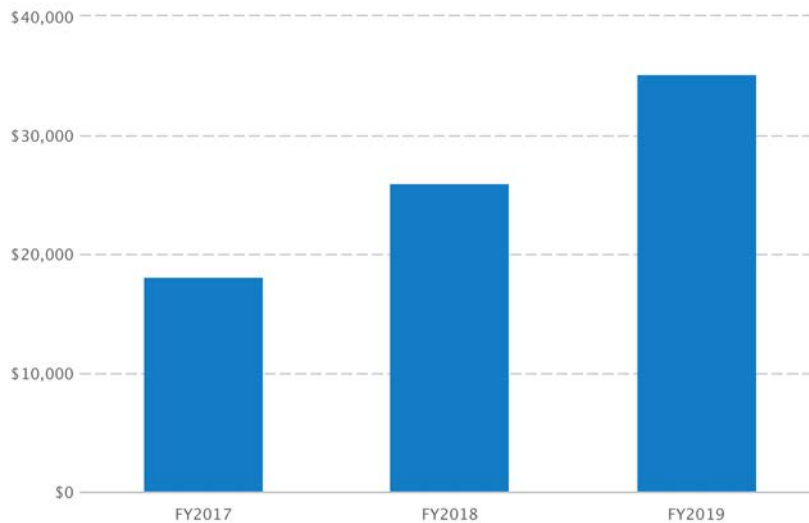
Financial Management Summary

Revenue Forecast

	FY2017	FY2018	FY2019
Revenue			
Beauty & Cody Care	\$1,200	\$2,000	\$3,000
Apparel	\$600	\$1,100	\$1,900
Jewelry	\$2,400	\$2,800	\$3,100
Media & Technology	\$800	\$1,000	\$1,200
Educational Materials	\$600	\$1,500	\$2,000
Youth Goods	\$2,200	\$2,400	\$2,500
Art	\$1,000	\$1,200	\$3,000
Home Goods	\$1,200	\$2,500	\$2,700
Kitchen & Cookware	\$1,150	\$1,400	\$1,800
Food & Beverage	\$4,000	\$5,000	\$6,700
Native Plants & Herbs	\$300	\$800	\$1,200
Natural Remedies	\$1,300	\$2,000	\$3,300
Classic Gift Store Goods	\$900	\$1,800	\$2,300
Other	\$450	\$450	\$450
Total Revenue	\$18,100	\$25,950	\$35,150
Direct Cost			
Beauty & Cody Care	\$545	\$909	\$1,364
Apparel	\$273	\$500	\$864
Jewelry	\$1,091	\$1,273	\$1,409
Media & Technology	\$364	\$455	\$545
Educational Materials	\$273	\$682	\$909
Youth Goods	\$1,000	\$1,091	\$1,136
Art	\$455	\$545	\$1,364

Home Goods	\$545	\$1,136	\$1,227
Kitchen & Cookware	\$523	\$636	\$818
Food & Beverage	\$1,818	\$2,273	\$3,045
Native Plants & Herbs	\$136	\$364	\$545
Natural Remedies	\$591	\$909	\$1,500
Classic Gift Store Goods	\$409	\$818	\$1,045
Other	\$205	\$205	\$205
Total Direct Cost	\$8,228	\$11,796	\$15,976
Gross Margin	\$9,872	\$14,154	\$19,174
Gross Margin %	55%	55%	55%

Revenue by Year



About the Revenue Forecast

As previously mentioned, The Museum Store will retail items for at least 2.2 times the wholesale price which is in line with industry standards. To maintain a profitable gross margin of 55%, we must keep our cost of goods sold (COGS) at 45.45% or below.

Revenue estimates are highly conservative as CIMCC does not currently have consistently high museum traffic. The intention is that the retail store attracts new customers to the facility as well as revitalizes interest in the museum. In this working model, The Museum Store makes CIMCC more accessible to the local public and tourists.

In this revenue forecast we did not account for seasonal changes in retail sales. Though we do tentatively anticipate a slight increase in sales during the warmer Spring and Summer seasons, we did *not* project the sales at a variable monthly range due the undetermined prospect of The Museum Store's seasonality.

Budget

Budget Table

	FY2017	FY2018	FY2019
Operating Expenses			
Salary	\$73,000	\$73,000	\$76,400
Employee Related Expenses	\$17,004	\$17,000	\$17,850
Marketing	\$7,900	\$7,200	\$7,200
Rent	\$0	\$0	\$0
Utilities	\$0	\$0	\$0
Insurance	\$1,200	\$1,200	\$1,200
Office Supplies	\$600	\$600	\$600
Other (memberships, fees, etc.)	\$1,250	\$1,250	\$2,000
Merchandising	\$1,350	\$1,350	\$1,500
Total Operating Expenses	\$102,304	\$101,600	\$106,750

About the Budget

Many of the store's expenses, such as rent and utilities, will be donated in-kind from the museum. With this charitable contribution, The Museum Store saves a considerable amount in operating expenses.

Startup Costs

The start-up cost of The Museum Store primarily consists of inventory, equipment, display fixtures/furniture, and renovation construction. The ANA SEEDS grant pays for the inventory and equipment, some of the display fixtures/furniture and none of the construction.

Renovations are expected to cost \$8,600, with lighting adding another \$3000 to that expenditure. We hope to secure additional donations, grants, or other funds to help cover the cost of this expense. Renovation may include: new flooring, paint, tearing down a wall to install the store entrance, installing display windows on either side of the store entrance, changing out ceiling tiles, installing track lighting, and sealing off a door on the side of the room. We will try to save on *some* installation costs through the in-kind support of CIMCC's maintenance worker.

Loans and Investments

Loans and Investments Table

	FY2017	FY2018	FY2019
ANA SEEDS Grant Operational Year 1 Equity investment	\$163,500	\$0	\$0
ANA SEEDS Grant Operational Year 2 Equity investment	\$0	\$162,800	\$0
ANA SEEDS Grant Operational Year 3 Equity investment	\$0	\$0	\$157,050
Total Amount Received	\$163,500	\$162,800	\$157,050

Sources of Funds

ANA SEEDS Grant

"The Administration for Native Americans (ANA) supports economic development in Native American communities through the provision of discretionary grants to tribal governments and native-serving non-profit organizations. The current economic climate has increased ANA's focus on developing employment opportunities and business creation in native communities, resulting in this special funding initiative to promote Sustainable Employment and Economic Development Strategies (SEEDS). In an effort to reduce unemployment and stimulate local economies, ANA [grants are for] community-based projects that will foster economic development through the creation of small businesses and sustainable job growth."

--Source: U.S. Department of Health and Human Services, Administration for Children & Families website: <http://www.acf.hhs.gov/grants/open/foal/index.cfm?switch=foa&fon=HHS-2014-ACF-ANA-NE-0779>

Cash Flow Assumptions

Cash Inflow

% of Sales on Credit	0%
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Cash Outflow

% of Purchases on Credit	0%
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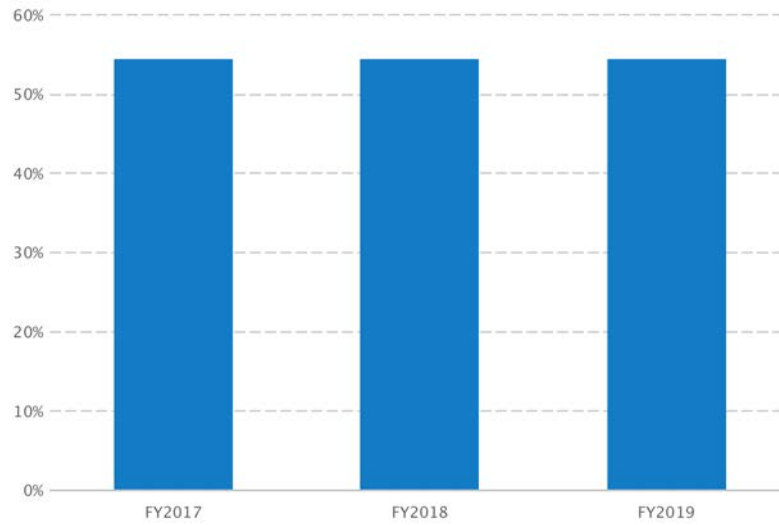
Financial Statements

Profit and Loss

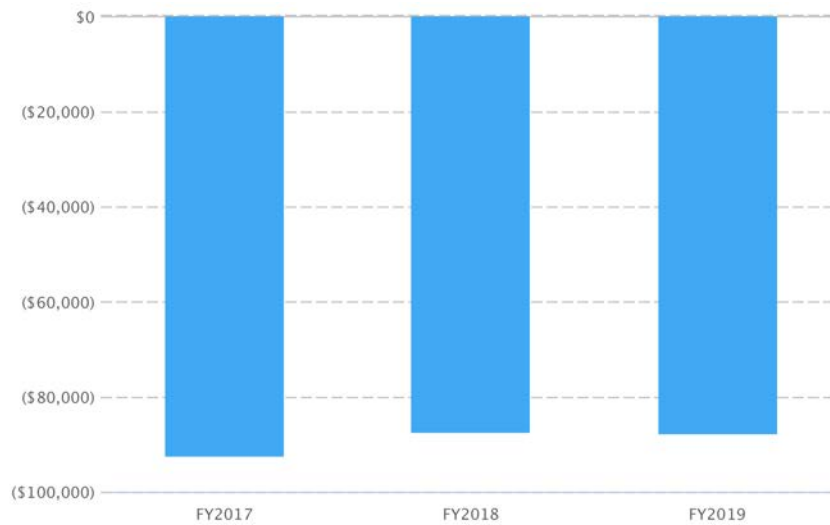
Profit and Loss Statement

	FY2017	FY2018	FY2019
Revenue	\$18,100	\$25,950	\$35,150
Direct Cost	\$8,228	\$11,796	\$15,976
Gross Margin	\$9,872	\$14,154	\$19,174
Gross Margin %	55%	55%	55%
Operating Expenses			
Salary	\$73,000	\$73,000	\$76,400
Employee Related Expenses	\$17,004	\$17,000	\$17,850
Marketing	\$7,900	\$7,200	\$7,200
Rent	\$0	\$0	\$0
Utilities	\$0	\$0	\$0
Insurance	\$1,200	\$1,200	\$1,200
Office Supplies	\$600	\$600	\$600
Other (memberships, fees, etc.)	\$1,250	\$1,250	\$2,000
Merchandising	\$1,350	\$1,350	\$1,500
Total Operating Expenses	\$102,304	\$101,600	\$106,750
Operating Income	(\$92,432)	(\$87,446)	(\$87,576)
Interest Incurred	\$0	\$0	\$0
Depreciation and Amortization	\$0	\$0	\$0
Income Taxes	\$0	\$0	\$0
Total Expenses	\$110,532	\$113,396	\$122,726
Net Profit	(\$92,432)	(\$87,446)	(\$87,576)
Net Profit / Sales	(511%)	(337%)	(249%)

Gross Margin by Year



Net Profit (or Loss) by Year



About the Profit and Loss Statement

Gross margins are based on industry standards for museum retail. The profit and loss statement does not account for the ANA SEEDS grant income, as it only factors operating income and operating expenses.

Balance Sheet

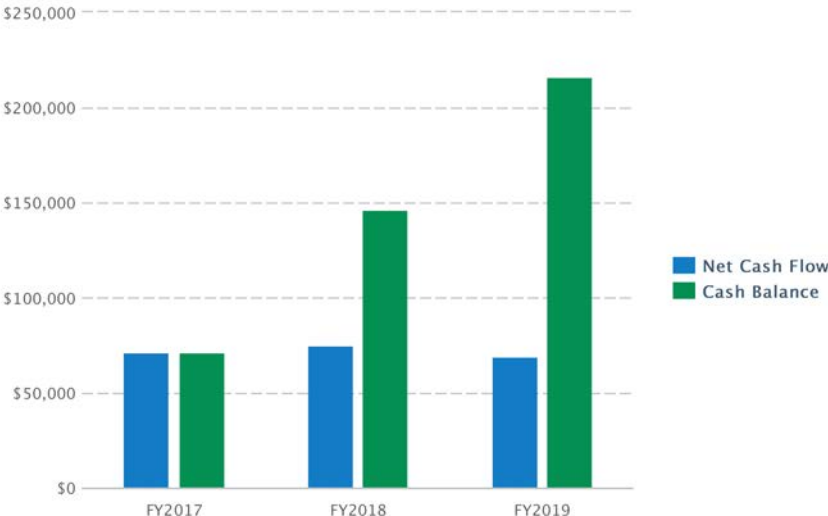
As of Period's End	FY2017	FY2018	FY2019
Cash	\$71,068	\$146,422	\$215,896
Accounts Receivable	\$0	\$0	\$0
Inventory	\$0	\$0	\$0
Total Current Assets	\$71,068	\$146,422	\$215,896
Long-Term Assets	\$0	\$0	\$0
Accumulated Depreciation	\$0	\$0	\$0
Total Long-Term Assets	\$0	\$0	\$0
Total Assets	\$71,068	\$146,422	\$215,896
Accounts Payable	\$0	\$0	\$0
Sales Taxes Payable	\$0	\$0	\$0
Short-Term Debt	\$0	\$0	\$0
Total Current Liabilities	\$0	\$0	\$0
Long-Term Debt	\$0	\$0	\$0
Total Liabilities	\$0	\$0	\$0
Paid-In Capital	\$163,500	\$326,300	\$483,350
Retained Earnings	\$0	(\$92,432)	(\$179,878)
Earnings	(\$92,432)	(\$87,446)	(\$87,576)
Total Owner's Equity	\$71,068	\$146,422	\$215,896
Total Liabilities & Equity	\$71,068	\$146,422	\$215,896

Cash Flow Statement

Cash Flow Statement

	FY2017	FY2018	FY2019
Operations			
Net Profit	(\$92,432)	(\$87,446)	(\$87,576)
Depreciation and Amortization	\$0	\$0	\$0
Change in Accounts Receivable	\$0	\$0	\$0
Change in Inventory	\$0	\$0	\$0
Change in Accounts Payable	\$0	\$0	\$0
Change in Sales Taxes Payable	\$0	\$0	\$0
Net Cash Flow from Operations	(\$92,432)	(\$87,446)	(\$87,576)
Investing & Financing			
Assets Purchased or Sold	\$0	\$0	\$0
Investments Received	\$163,500	\$162,800	\$157,050
Change in Short-Term Debt	\$0	\$0	\$0
Change in Long-Term Debt	\$0	\$0	\$0
Net Cash Flow from Investing & Financing	\$163,500	\$162,800	\$157,050
Cash at Beginning of Period	\$0	\$71,068	\$146,422
Net Change in Cash	\$71,068	\$75,354	\$69,474
Cash at End of Period	\$71,068	\$146,422	\$215,896

Cash Flow by Year



Appendix

Revenue Forecast

Revenue Forecast Table (With Monthly Detail)

FY2017	Oct '16	Nov '16	Dec '16	Jan '17	Feb '17	Mar '17	Apr '17	May '17	Jun '17	Jul '17	Aug '17	Sep '17
Revenue												
Beauty & Cody Care	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100
Apparel	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50
Jewelry	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200
Media & Technology	\$67	\$67	\$67	\$67	\$67	\$67	\$67	\$67	\$67	\$67	\$67	\$63
Educational Materials	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50
Youth Goods	\$183	\$183	\$183	\$183	\$183	\$183	\$183	\$183	\$183	\$183	\$183	\$187
Art	\$83	\$83	\$83	\$83	\$83	\$83	\$83	\$83	\$83	\$83	\$83	\$87
Home Goods	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100
Kitchen & Cookware	\$96	\$96	\$96	\$96	\$96	\$96	\$96	\$96	\$96	\$96	\$96	\$94
Food & Beverage	\$333	\$333	\$333	\$333	\$333	\$333	\$333	\$333	\$333	\$333	\$333	\$337
Native Plants & Herbs	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25
Natural Remedies	\$108	\$108	\$108	\$108	\$108	\$108	\$108	\$108	\$108	\$108	\$108	\$112
Classic Gift Store Goods	\$75	\$75	\$75	\$75	\$75	\$75	\$75	\$75	\$75	\$75	\$75	\$75
Other	\$38	\$38	\$38	\$38	\$38	\$38	\$38	\$38	\$38	\$38	\$35	\$35

CIMCC's Museum Store & Art Gallery

Total Revenue	\$1,508	\$1,508	\$1,508	\$1,508	\$1,508	\$1,508	\$1,508	\$1,508	\$1,508	\$1,508	\$1,505	\$1,515
Direct Cost												
Beauty & Cody Care	\$45	\$46	\$45	\$46	\$45	\$46	\$45	\$46	\$45	\$46	\$45	\$45
Apparel	\$23	\$22	\$23	\$23	\$23	\$22	\$23	\$23	\$23	\$22	\$23	\$23
Jewelry	\$91	\$91	\$91	\$91	\$91	\$90	\$91	\$91	\$91	\$91	\$91	\$91
Media & Technology	\$30	\$31	\$30	\$31	\$30	\$31	\$30	\$31	\$30	\$31	\$30	\$29
Educational Materials	\$23	\$22	\$23	\$23	\$23	\$22	\$23	\$23	\$23	\$22	\$23	\$23
Youth Goods	\$83	\$83	\$84	\$83	\$83	\$83	\$83	\$83	\$83	\$84	\$83	\$85
Art	\$38	\$37	\$38	\$38	\$38	\$37	\$38	\$38	\$38	\$37	\$38	\$40
Home Goods	\$45	\$46	\$45	\$46	\$45	\$46	\$45	\$46	\$45	\$46	\$45	\$45
Kitchen & Cookware	\$44	\$43	\$44	\$44	\$43	\$44	\$43	\$44	\$44	\$43	\$44	\$43
Food & Beverage	\$151	\$152	\$151	\$151	\$152	\$151	\$151	\$152	\$151	\$151	\$152	\$153
Native Plants & Herbs	\$11	\$12	\$11	\$11	\$12	\$11	\$12	\$11	\$11	\$12	\$11	\$11
Natural Remedies	\$49	\$49	\$49	\$49	\$49	\$50	\$49	\$49	\$49	\$49	\$49	\$51
Classic Gift Store Goods	\$34	\$34	\$34	\$34	\$34	\$35	\$34	\$34	\$34	\$34	\$34	\$34
Other	\$17	\$18	\$17	\$17	\$17	\$18	\$17	\$17	\$17	\$18	\$16	\$16
Total Direct Cost	\$684	\$686	\$685	\$687	\$685	\$686	\$684	\$688	\$685	\$685	\$684	\$689
Gross Margin	\$824	\$822	\$823	\$821	\$823	\$822	\$824	\$820	\$823	\$823	\$821	\$826
Gross Margin %	55%	55%	55%	54%	55%	55%	55%	54%	55%	55%	55%	55%

CIMCC's Museum Store & Art Gallery

	FY2017	FY2018	FY2019
Revenue			
Beauty & Cody Care	\$1,200	\$2,000	\$3,000
Apparel	\$600	\$1,100	\$1,900
Jewelry	\$2,400	\$2,800	\$3,100
Media & Technology	\$800	\$1,000	\$1,200
Educational Materials	\$600	\$1,500	\$2,000
Youth Goods	\$2,200	\$2,400	\$2,500
Art	\$1,000	\$1,200	\$3,000
Home Goods	\$1,200	\$2,500	\$2,700
Kitchen & Cookware	\$1,150	\$1,400	\$1,800
Food & Beverage	\$4,000	\$5,000	\$6,700
Native Plants & Herbs	\$300	\$800	\$1,200
Natural Remedies	\$1,300	\$2,000	\$3,300
Classic Gift Store Goods	\$900	\$1,800	\$2,300
Other	\$450	\$450	\$450
Total Revenue	\$18,100	\$25,950	\$35,150
Direct Cost			
Beauty & Cody Care	\$545	\$909	\$1,364
Apparel	\$273	\$500	\$864
Jewelry	\$1,091	\$1,273	\$1,409
Media & Technology	\$364	\$455	\$545
Educational Materials	\$273	\$682	\$909
Youth Goods	\$1,000	\$1,091	\$1,136
Art	\$455	\$545	\$1,364
Home Goods	\$545	\$1,136	\$1,227
Kitchen & Cookware	\$523	\$636	\$818

Food & Beverage	\$1,818	\$2,273	\$3,045
Native Plants & Herbs	\$136	\$364	\$545
Natural Remedies	\$591	\$909	\$1,500
Classic Gift Store Goods	\$409	\$818	\$1,045
Other	\$205	\$205	\$205
Total Direct Cost	\$8,228	\$11,796	\$15,976
Gross Margin	\$9,872	\$14,154	\$19,174
Gross Margin %	55%	55%	55%

Personnel Plan

Personnel Table (With Monthly Detail)

FY2017	Oct '16	Nov '16	Dec '16	Jan '17	Feb '17	Mar '17	Apr '17	May '17	Jun '17	Jul '17	Aug '17	Sep '17
Staff	\$416	\$416	\$416	\$416	\$417	\$417	\$417	\$417	\$417	\$417	\$417	\$417
Sales Manager	\$5,666	\$5,666	\$5,666	\$5,666	\$5,667	\$5,667	\$5,667	\$5,667	\$5,667	\$5,667	\$5,667	\$5,667
Total	\$6,082	\$6,082	\$6,082	\$6,082	\$6,084	\$6,084	\$6,084	\$6,084	\$6,084	\$6,084	\$6,084	\$6,084

CIMCC's Museum Store & Art Gallery

	FY2017	FY2018	FY2019
Staff	\$5,000	\$5,000	\$5,000
Sales Manager	\$68,000	\$68,000	\$71,400
Total	\$73,000	\$73,000	\$76,400

Budget

Budget Table (With Monthly Detail)

FY2017	Oct '16	Nov '16	Dec '16	Jan '17	Feb '17	Mar '17	Apr '17	May '17	Jun '17	Jul '17	Aug '17	Sep '17
Operating Expenses												
Salary	\$6,082	\$6,082	\$6,082	\$6,082	\$6,084	\$6,084	\$6,084	\$6,084	\$6,084	\$6,084	\$6,084	\$6,084
Employee Related Expenses	\$1,417	\$1,417	\$1,417	\$1,417	\$1,417	\$1,417	\$1,417	\$1,417	\$1,417	\$1,417	\$1,417	\$1,417
Marketing	\$658	\$658	\$658	\$658	\$658	\$658	\$658	\$658	\$658	\$658	\$658	\$662
Rent	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Utilities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Insurance	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100
Office Supplies	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50
Other (memberships, fees, etc.)	\$104	\$104	\$104	\$104	\$104	\$104	\$104	\$104	\$104	\$104	\$105	\$105
Merchandising	\$112	\$112	\$112	\$112	\$112	\$112	\$113	\$113	\$113	\$113	\$113	\$113
Total Operating Expenses	\$8,523	\$8,523	\$8,523	\$8,523	\$8,525	\$8,525	\$8,526	\$8,526	\$8,526	\$8,526	\$8,527	\$8,531

CIMCC's Museum Store & Art Gallery

	FY2017	FY2018	FY2019
Operating Expenses			
Salary	\$73,000	\$73,000	\$76,400
Employee Related Expenses	\$17,004	\$17,000	\$17,850
Marketing	\$7,900	\$7,200	\$7,200
Rent	\$0	\$0	\$0
Utilities	\$0	\$0	\$0
Insurance	\$1,200	\$1,200	\$1,200
Office Supplies	\$600	\$600	\$600
Other (memberships, fees, etc.)	\$1,250	\$1,250	\$2,000
Merchandising	\$1,350	\$1,350	\$1,500
Total Operating Expenses	\$102,304	\$101,600	\$106,750

Loans and Investments

Loans and Investments Table (With Monthly Detail)

FY2017	Oct '16	Nov '16	Dec '16	Jan '17	Feb '17	Mar '17	Apr '17	May '17	Jun '17	Jul '17	Aug '17	Sep '17
ANA SEEDS Grant Operational Year 1 Equity investment	\$163,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
ANA SEEDS Grant Operational Year 2 Equity investment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
ANA SEEDS Grant Operational Year 3 Equity investment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Amount Received	\$163,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

	FY2017	FY2018	FY2019
ANA SEEDS Grant Operational Year 1 Equity investment	\$163,500	\$0	\$0
ANA SEEDS Grant Operational Year 2 Equity investment	\$0	\$162,800	\$0
ANA SEEDS Grant Operational Year 3 Equity investment	\$0	\$0	\$157,050
Total Amount Received	\$163,500	\$162,800	\$157,050

Profit and Loss Statement

Profit and Loss Statement (With Monthly Detail)

FY2017	Oct '16	Nov '16	Dec '16	Jan '17	Feb '17	Mar '17	Apr '17	May '17	Jun '17	Jul '17	Aug '17	Sep '17
Revenue	\$1,508	\$1,508	\$1,508	\$1,508	\$1,508	\$1,508	\$1,508	\$1,508	\$1,508	\$1,508	\$1,505	\$1,515
Direct Cost	\$684	\$686	\$685	\$687	\$685	\$686	\$684	\$688	\$685	\$685	\$684	\$689
Gross Margin	\$824	\$822	\$823	\$821	\$823	\$822	\$824	\$820	\$823	\$823	\$821	\$826
Gross Margin %	55%	55%	55%	54%	55%	55%	55%	54%	55%	55%	55%	55%
Operating Expenses												
Salary	\$6,082	\$6,082	\$6,082	\$6,082	\$6,084	\$6,084	\$6,084	\$6,084	\$6,084	\$6,084	\$6,084	\$6,084
Employee Related Expenses	\$1,417	\$1,417	\$1,417	\$1,417	\$1,417	\$1,417	\$1,417	\$1,417	\$1,417	\$1,417	\$1,417	\$1,417
Marketing	\$658	\$658	\$658	\$658	\$658	\$658	\$658	\$658	\$658	\$658	\$658	\$662
Rent	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Utilities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Insurance	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100
Office Supplies	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50
Other (memberships, fees, etc.)	\$104	\$104	\$104	\$104	\$104	\$104	\$104	\$104	\$104	\$104	\$105	\$105
Merchandising	\$112	\$112	\$112	\$112	\$112	\$112	\$113	\$113	\$113	\$113	\$113	\$113
Total Operating Expenses	\$8,523	\$8,523	\$8,523	\$8,523	\$8,525	\$8,525	\$8,526	\$8,526	\$8,526	\$8,526	\$8,527	\$8,531
Operating Income	(\$7,699)	(\$7,701)	(\$7,700)	(\$7,702)	(\$7,702)	(\$7,703)	(\$7,702)	(\$7,706)	(\$7,703)	(\$7,703)	(\$7,706)	(\$7,705)

CIMCC's Museum Store & Art Gallery

Interest Incurred	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Depreciation and Amortization	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Income Taxes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenses	\$9,207	\$9,209	\$9,208	\$9,210	\$9,210	\$9,211	\$9,210	\$9,214	\$9,211	\$9,211	\$9,211	\$9,220
Net Profit	(\$7,699)	(\$7,701)	(\$7,700)	(\$7,702)	(\$7,702)	(\$7,703)	(\$7,702)	(\$7,706)	(\$7,703)	(\$7,703)	(\$7,706)	(\$7,705)
Net Profit / Sales	(511%)	(511%)	(511%)	(511%)	(511%)	(511%)	(511%)	(511%)	(511%)	(511%)	(512%)	(509%)

CIMCC's Museum Store & Art Gallery

	FY2017	FY2018	FY2019
Revenue	\$18,100	\$25,950	\$35,150
Direct Cost	\$8,228	\$11,796	\$15,976
Gross Margin	\$9,872	\$14,154	\$19,174
Gross Margin %	55%	55%	55%
Operating Expenses			
Salary	\$73,000	\$73,000	\$76,400
Employee Related Expenses	\$17,004	\$17,000	\$17,850
Marketing	\$7,900	\$7,200	\$7,200
Rent	\$0	\$0	\$0
Utilities	\$0	\$0	\$0
Insurance	\$1,200	\$1,200	\$1,200
Office Supplies	\$600	\$600	\$600
Other (memberships, fees, etc.)	\$1,250	\$1,250	\$2,000
Merchandising	\$1,350	\$1,350	\$1,500
Total Operating Expenses	\$102,304	\$101,600	\$106,750
Operating Income	(\$92,432)	(\$87,446)	(\$87,576)
Interest Incurred	\$0	\$0	\$0
Depreciation and Amortization	\$0	\$0	\$0
Income Taxes	\$0	\$0	\$0
Total Expenses	\$110,532	\$113,396	\$122,726
Net Profit	(\$92,432)	(\$87,446)	(\$87,576)
Net Profit / Sales	(511%)	(337%)	(249%)

Balance Sheet

Balance Sheet (With Monthly Detail)

As of Period's End	Oct '16	Nov '16	Dec '16	Jan '17	Feb '17	Mar '17	Apr '17	May '17	Jun '17	Jul '17	Aug '17	Sep '17
Cash	\$155,801	\$148,100	\$140,400	\$132,698	\$124,996	\$117,293	\$109,591	\$101,885	\$94,182	\$86,479	\$78,773	\$71,068
Accounts Receivable	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Inventory	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Current Assets	\$155,801	\$148,100	\$140,400	\$132,698	\$124,996	\$117,293	\$109,591	\$101,885	\$94,182	\$86,479	\$78,773	\$71,068
Long-Term Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Accumulated Depreciation	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Long-Term Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Assets	\$155,801	\$148,100	\$140,400	\$132,698	\$124,996	\$117,293	\$109,591	\$101,885	\$94,182	\$86,479	\$78,773	\$71,068
Accounts Payable	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sales Taxes Payable	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Short-Term Debt	\$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
Long-Term Debt	\$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

CIMCC's Museum Store & Art Gallery

Paid-In Capital	\$163,500	\$163,500	\$163,500	\$163,500	\$163,500	\$163,500	\$163,500	\$163,500	\$163,500	\$163,500	\$163,500	\$163,500
Retained Earnings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Earnings	(\$7,699)	(\$15,400)	(\$23,100)	(\$30,802)	(\$38,504)	(\$46,207)	(\$53,909)	(\$61,615)	(\$69,318)	(\$77,021)	(\$84,727)	(\$92,432)
Total Owner's Equity	\$155,801	\$148,100	\$140,400	\$132,698	\$124,996	\$117,293	\$109,591	\$101,885	\$94,182	\$86,479	\$78,773	\$71,068
Total Liabilities & Equity	\$155,801	\$148,100	\$140,400	\$132,698	\$124,996	\$117,293	\$109,591	\$101,885	\$94,182	\$86,479	\$78,773	\$71,068

CIMCC's Museum Store & Art Gallery

As of Period's End	FY2017	FY2018	FY2019
Cash	\$71,068	\$146,422	\$215,896
Accounts Receivable	\$0	\$0	\$0
Inventory	\$0	\$0	\$0
Total Current Assets	\$71,068	\$146,422	\$215,896
Long-Term Assets	\$0	\$0	\$0
Accumulated Depreciation	\$0	\$0	\$0
Total Long-Term Assets	\$0	\$0	\$0
Total Assets	\$71,068	\$146,422	\$215,896
Accounts Payable	\$0	\$0	\$0
Sales Taxes Payable	\$0	\$0	\$0
Short-Term Debt	\$0	\$0	\$0
Total Current Liabilities	\$0	\$0	\$0
Long-Term Debt	\$0	\$0	\$0
Total Liabilities	\$0	\$0	\$0
Paid-In Capital	\$163,500	\$326,300	\$483,350
Retained Earnings	\$0	(\$92,432)	(\$179,878)
Earnings	(\$92,432)	(\$87,446)	(\$87,576)
Total Owner's Equity	\$71,068	\$146,422	\$215,896
Total Liabilities & Equity	\$71,068	\$146,422	\$215,896

Cash Flow Statement

Cash Flow Statement (With Monthly Detail)

FY2017	Oct '16	Nov '16	Dec '16	Jan '17	Feb '17	Mar '17	Apr '17	May '17	Jun '17	Jul '17	Aug '17	Sep '17
Operations												
Net Profit	(\$7,699)	(\$7,701)	(\$7,700)	(\$7,702)	(\$7,702)	(\$7,703)	(\$7,702)	(\$7,706)	(\$7,703)	(\$7,703)	(\$7,706)	(\$7,705)
Depreciation and Amortization	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Change in Accounts Receivable	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Change in Inventory	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Change in Accounts Payable	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Change in Sales Taxes Payable	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net Cash Flow from Operations	(\$7,699)	(\$7,701)	(\$7,700)	(\$7,702)	(\$7,702)	(\$7,703)	(\$7,702)	(\$7,706)	(\$7,703)	(\$7,703)	(\$7,706)	(\$7,705)
Investing & Financing												
Assets Purchased or Sold	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investments Received	\$163,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Change in Short-Term Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Change in Long-Term Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

CIMCC's Museum Store & Art Gallery

Net Cash Flow from Investing & Financing	\$163,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cash at Beginning of Period	\$0	\$155,801	\$148,100	\$140,400	\$132,698	\$124,996	\$117,293	\$109,591	\$101,885	\$94,182	\$86,479	\$78,773
Net Change in Cash	\$155,801	(\$7,701)	(\$7,700)	(\$7,702)	(\$7,702)	(\$7,703)	(\$7,702)	(\$7,706)	(\$7,703)	(\$7,703)	(\$7,706)	(\$7,705)
Cash at End of Period	\$155,801	\$148,100	\$140,400	\$132,698	\$124,996	\$117,293	\$109,591	\$101,885	\$94,182	\$86,479	\$78,773	\$71,068

	FY2017	FY2018	FY2019
Operations			
Net Profit	(\$92,432)	(\$87,446)	(\$87,576)
Depreciation and Amortization	\$0	\$0	\$0
Change in Accounts Receivable	\$0	\$0	\$0
Change in Inventory	\$0	\$0	\$0
Change in Accounts Payable	\$0	\$0	\$0
Change in Sales Taxes Payable	\$0	\$0	\$0
Net Cash Flow from Operations	(\$92,432)	(\$87,446)	(\$87,576)
Investing & Financing			
Assets Purchased or Sold	\$0	\$0	\$0
Investments Received	\$163,500	\$162,800	\$157,050
Change in Short-Term Debt	\$0	\$0	\$0
Change in Long-Term Debt	\$0	\$0	\$0
Net Cash Flow from Investing & Financing	\$163,500	\$162,800	\$157,050
Cash at Beginning of Period	\$0	\$71,068	\$146,422
Net Change in Cash	\$71,068	\$75,354	\$69,474
Cash at End of Period	\$71,068	\$146,422	\$215,896