

# **SKM MENTORSHIP PROGRAM**



## **PROJECT PROPOSAL - April 2021 to March 2022**

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## 1.0 Executive Summary

SKM Mentorship Program is a registered mentoring organization. It was formed in 2015, by a group of academic and social advocates within our Church that posited an urgent need to mentor young people who are most likely led astray during their developmental years. Our network provides practical knowledge, responsive training and effective guidance in various fields. In the short year since its founding, the research has shown that youth mentoring is an effective and developmental catalyst for social change. As a unit, we specialize in both small and large intensive mentoring projects which engage each participant in gaining leadership and preparatory skills.

As a not-for-profit organization, we have forged strong relationships with community members, the private and public sectors and other civic organizations to build positive and ethical attributes in our youths. The Church believes that by providing these youths with a valuable mentoring experiences and projects, we can alleviate some of the current social and economic problems that they face as young citizens and to prepare them for adulthood. Our mentoring projects are carefully tailored to meet the immediate needs of the participant's community. The Church uses the Mentoring community-based models and projects to "empower young people by providing mentoring projects that promotes positive values, healthy habits, and education."

SKM Mentorship Program relies heavily on volunteers from various sectors of the communities or minimally compensated staff. This has resulted in a high youth participatory rates and the continuity of community interactions. The Church places a high level of emphasis on creating positive and lifelong relationships that will foster social and economic changes.

Our dream is provide every Caribbean youth with the opportunity to shape a better future for themselves and their communities. Currently, we facilitate Mentoring (online and physical) throughout Caribbean Region.

SKM Mentorship Program is a nonprofit agency providing mentoring programs for youth in the Caribbean. SKM Mentorship Program goal is to foster a commitment to young people that will promote pro-social friendships, strong interpersonal skills, and reassert a sense of hope in the future. Only through personal relationships can a sense of individual responsibility be reestablished that will give youth the commitment to follow through on path to adulthood with a sense of pride and accomplishment.

Through repeated failures in the classroom and the development of destructive habits, at-risk young people have lost faith in the possibilities that await them if they are successful in putting their lives together. To accomplish this goal, young people must be in a caring, inclusive learning environment that promotes their best effort and reinforces personal respect.

The Church is a mentoring agency for young persons across the Caribbean. We believe that everyone has a mentor, or has been a mentor to someone. The presence of a caring and positive person (s) in a young person's life can increase self-esteem, improve academic performance and attendance. The ability to develop positive characteristics in young persons can further develop how they view their futures. The Church, which prides itself on being a diverse mentoring agency, began as a one-on-one mentoring program by Ms. Browne and aims to guide, counsel and advice persons between the ages of 7-21 and now extended to age 35 across the Caribbean region.

Ms. Chase president of this program, who is also a Human Rights advocate, believes that mentoring can have a positive influence on the lives of our youths within the various communities in all Caribbean states. "I believe that every institution including schools and Churches, the fire service, medical and law enforcement institutions, and actors in the service sector such as hotels, guest houses and restaurants can mentor young persons in our communities," .

SKM MENTORSHIP PROGRAM has elevated its social awareness agenda to include a certification program in Public Safety and Emergency Management" for employees in the private and public sectors. Such a program fosters supportive relationships within the community between our youth and their mentors. The Church has called on all institutions in the private and public sector to nominate someone for important training. The hurricane season is fast approaching; everyone should be prepared to assist in times of emergency wherever and whenever it is necessary. They can best do so by becoming proficient in the administration of first aid care.

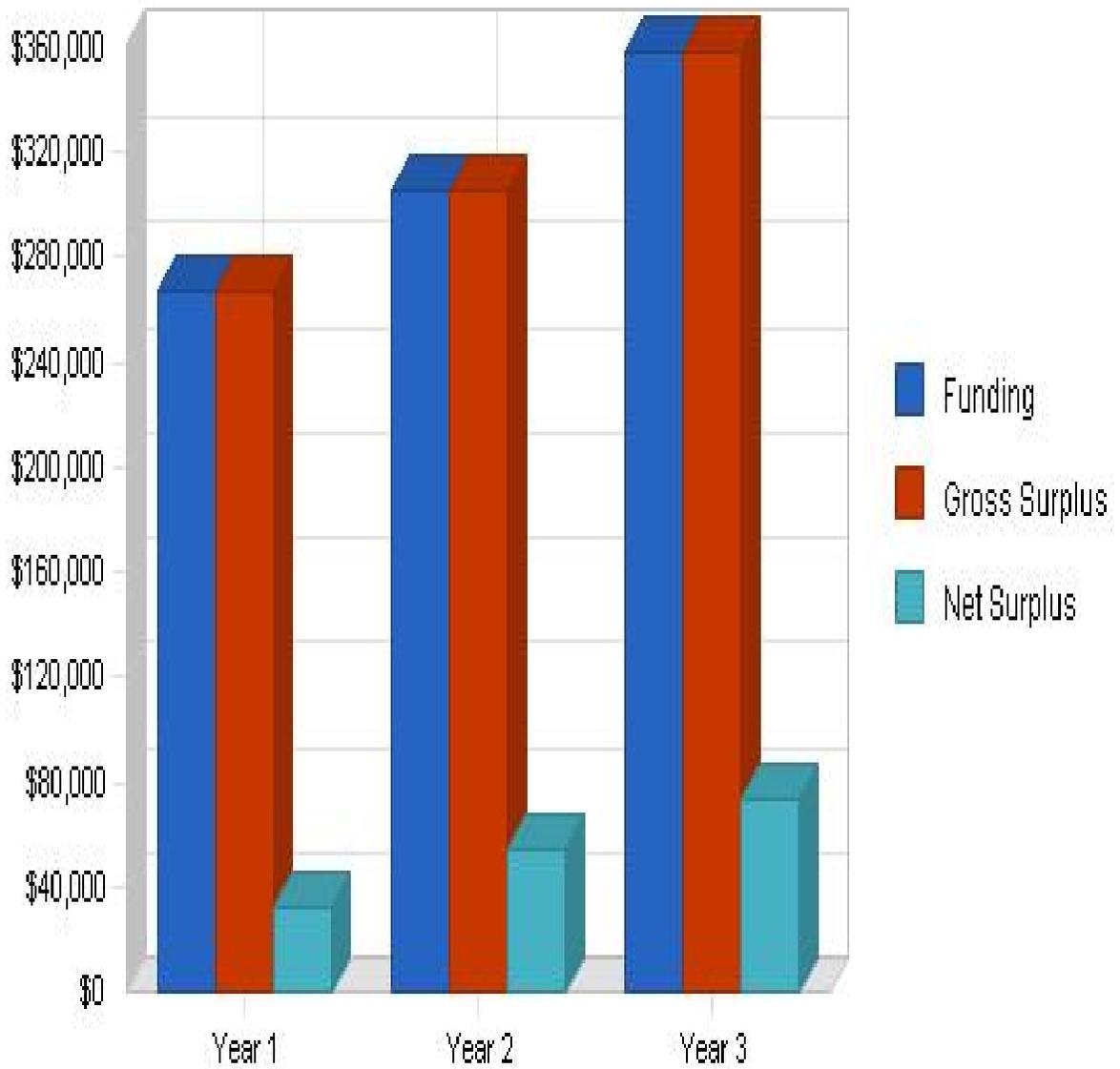
SKM Mentorship Project is a program that is in direct response to the growing number of young people that are either falling through the cracks at school and Church or are already out of school and Church without a sense of guidance and direction. The goal of the program is to identify youths who are going to have a turbulent transition to adulthood and offer positive support system to avoid the pitfalls that can derail their lives. The focus is slightly different at each level but the goal remains the same; empower the young person to make positive changes in his/her life.

SKM Mentorship Program will focus primarily on youths. It is projected that within three years, 50% of the system's students will have achieved a sense of responsibility.

SKM mentoring programs will pair a youth with mentor for 12 months. During that time the two will participate in weekly planned activities to strengthen the relationship between the two and improve the young person's confidence and hopefulness. Mentors will receive continuous training throughout the year and will participate in monthly meeting to report the young person's progress.

Over time, SKM Mentorship Program will create a learning environment that will be an invaluable resource to young people.

### Highlights



## 1.1 Objectives

SKM Mentorship Program is established to provide mentoring for at risk youth in the Caribbean. SKM Mentorship Program matches a caring adult volunteer with a referred youth. SKM Mentorship Program will setup four mentoring programs:

- **Trailblazers:** Trailblazers is the central program of SKM Mentorship program. At risk middle school and Church students and their mentors participate in a structured program of support.
- **Turnaround:** Turnaround focuses on students who are chronically suspended from middle and high schools and Churches.
- **Higher Ground:** Higher Ground engages youth involved in the juvenile court system.
- **Lunch Friends:** Lunch Friends works with children from local elementary schools and Churches.

## 1.1 Mission

The mission of SKM Mentorship Program is the pursuit of the following principles:

- ✚ **Commitment:** SKM Mentorship Program wants to inspire pro-social friendships, strong interpersonal skills, and instill a sense of hope in the future.
- ✚ **Responsibility:** The focus of SKM Mentorship Program is to empower youth in establishing goals and following through on commitments.
- ✚ **Possibility:** SKM Mentorship Program wants to expand the perspective of young people to make them aware of life's possibilities.
- ✚ **Support:** An individual is dramatically influenced by their support system. SKM Mentorship Program wants to surround young people in a caring, inclusive learning environment.

### 1.1.2 Vision

Our vision is to enable young people to achieve outstanding success in every aspect of their lives and to contribute positively and significantly to society as a whole. In order to fulfill our aims we recruit, train and deploy volunteers (role models) from the local community to work with young people from schools and Churches across the Caribbean region.

The project works closely with schools and Churches on our main mentoring programmes and so far many of the children in the region have benefited from our service. The need for mentoring has not reduced but has continued to grow in line with new challenges being faced by young people every day.

Using the combined effort of community volunteers from very diverse backgrounds, we originally set the programme up in order to get to reach the most disadvantaged young people and provide them with a new and more Biblical and culturally appropriate way of accessing learning which focused on their Biblical and cultural, personal and social development, education and training.

We support and encourage young people to gain confidence and gain the necessary skills needed to cope with life as young adults. Using technology, history and enterprise, our part-time programme aims to educate those excluded from school and Church in an attempt to proactively re-engage them in learning.

The methods we use have been extensively tested and the service has grown through word of mouth and also through school and Church to school and Church referrals as news of the effectiveness of our programmes spread.

We can arrange delivery of any of our programmes to suit participating young people, depending on the individual needs of each school and Church and organize the effective deployment of a specifically trained team of mentors. We guarantee an educational adventure like no other. All our programmes have positive impact on the Biblical and cultural and social development of the young people we come into contact with.

We only work with volunteers who have been fully checked and who demonstrate a passion for helping young people. Together our volunteers and mentors share a wealth of experience, skills and qualifications and often have first-hand experience of the problems that are being faced by the young people.

Mentoring from a perspective of experience, many of our volunteers have direct first-hand knowledge of the issues that young people face and provide good role models having come

out at the other end successfully themselves. A large proportion of our volunteers are previous recipients of our programmes.

### 1.3 Keys to Success

- Establish a strong network of support with the school and Church systems and the juvenile court system.
- Launch a series of fundraising activities that will successfully fund the expanding program.
- Establish an effective training program for mentors that will increase their ability to be successful communicators.
- Establish an effective monitoring system to protect both the youth and the mentor.

## 2.0 Organization Summary

SKM Mentorship Program is a nonprofit agency providing mentoring programs for youth in the Caribbean.

Youth are matched with a caring adult volunteer who is trained to focus on positive reinforcement, trust-building, and the achievement of goals, by engaging youth in one-on-one outing and group adventures in the community. Mentors and youth agree to meet for between 10-15 hours per month for a full year.

Ongoing training will continue with mentors on individual case management throughout the year. In addition, SKM Mentorship Program will have monthly mentor support meetings.

### **Mentoring is our major undertaking:-**

Mentoring is the main service provided at SKM MENTORSHIP PROGRAM with mentors working in schools and Churches across the Caribbean region. SKM MENTORSHIP PROGRAM mentors have provided support to students in a variety of primary, secondary and upper educational establishments since 2015 and have developed a range of holistic and Biblical and culturally specific programmes for young people.

We use the term mentoring to mean the pairing between a pupil (or a group of pupils) and an adult or young adult, where each can share experiences of a personal, social or professional nature, in a mutually respectful autonomous relationship. A mentor would be someone who is not a young person's teacher or parent, who can meet the young person on equal terms, listen, share and encourage the young person to address aspects of their personal development.

We currently offer four types of mentoring:

1. **One-to-One Mentoring.** This involves the pairing of a pupil and a (volunteer) mentor. A mutually respectful relationship is developed where the mentor supports the young person in a variety of ways in the school and Church setting.
2. **Group Mentoring.** Two or more mentors work with a group of pupils in a school and Church dealing with issues that the young people and mentors have identified between themselves.
3. **Whole Class Mentoring.** Individual mentors work with teachers alongside all the children in the class. Whole class mentoring has far reaching benefits for everyone involved.
4. **Out of School and Church Mentoring Support Service.** This service is for secondary school and Church pupils who receive support with their school work and Church work

and related issues. It is not always possible to support children appropriately within a school and Church setting and this service takes this into consideration.

**Young people on our programmes benefit from the following:**

- Support towards their personal development
- Support to manage themselves within the school and Church setting
- Help to maintain and work with their school and Church planners
- Assistance with forward planning for course work / homework and help with preparation for upcoming lessons and exams
- Assistance in planning and meeting deadlines
- Specialist workshops which focus on specific issues

**Aims of our Mentoring Project:**

As an organization we understand the benefit of a positive self-image in all young people. We believe that it benefits young people to relate directly to young adults in their schools and Churches and always aim to match our mentors up with the right young people.

Even though we have proven that our mentoring programmes have a positive impact on a young person's motivation levels with benefits including increased academic performance, we are also concerned with the following objectives:

- To encourage and reinforce Biblical and cultural values from which the young person's personal development proceeds.
- To engender in the young person a sense of self-esteem and assertion to enable him or her to respond more appropriately to their everyday experiences as individuals.
- To address and respond to the personal, social and career aspirations of each individual young person on the programme.

Our mentoring team work with other partners to provide an all-round service and work closely with young people and their parents, Education, school and Church counselors and others to ensure that we are meeting the needs of every young person who comes into contact with us. We also work closely with and provide support to disadvantaged young people who are at risk of falling out of education, employment or training.

We always need more mentors to join our team because we never have enough mentors to cover all the requests for mentoring that we receive from schools and Churches, parents and students. Mentoring can really make a massive difference in the lives of young people, who are

in need of guidance and support around the key decisions that they need to take with regards to their educational choices and future goals.

## 2.1 Start-up Summary

Our start-up expenses come to \$8,500, which is mostly stationery, legal costs, and expenses associated with opening our office. We will also need cash to finance the first year of operations. The start-up costs are to be financed by contributions by private sponsors and donor community. The assumptions are shown in the following table and chart:

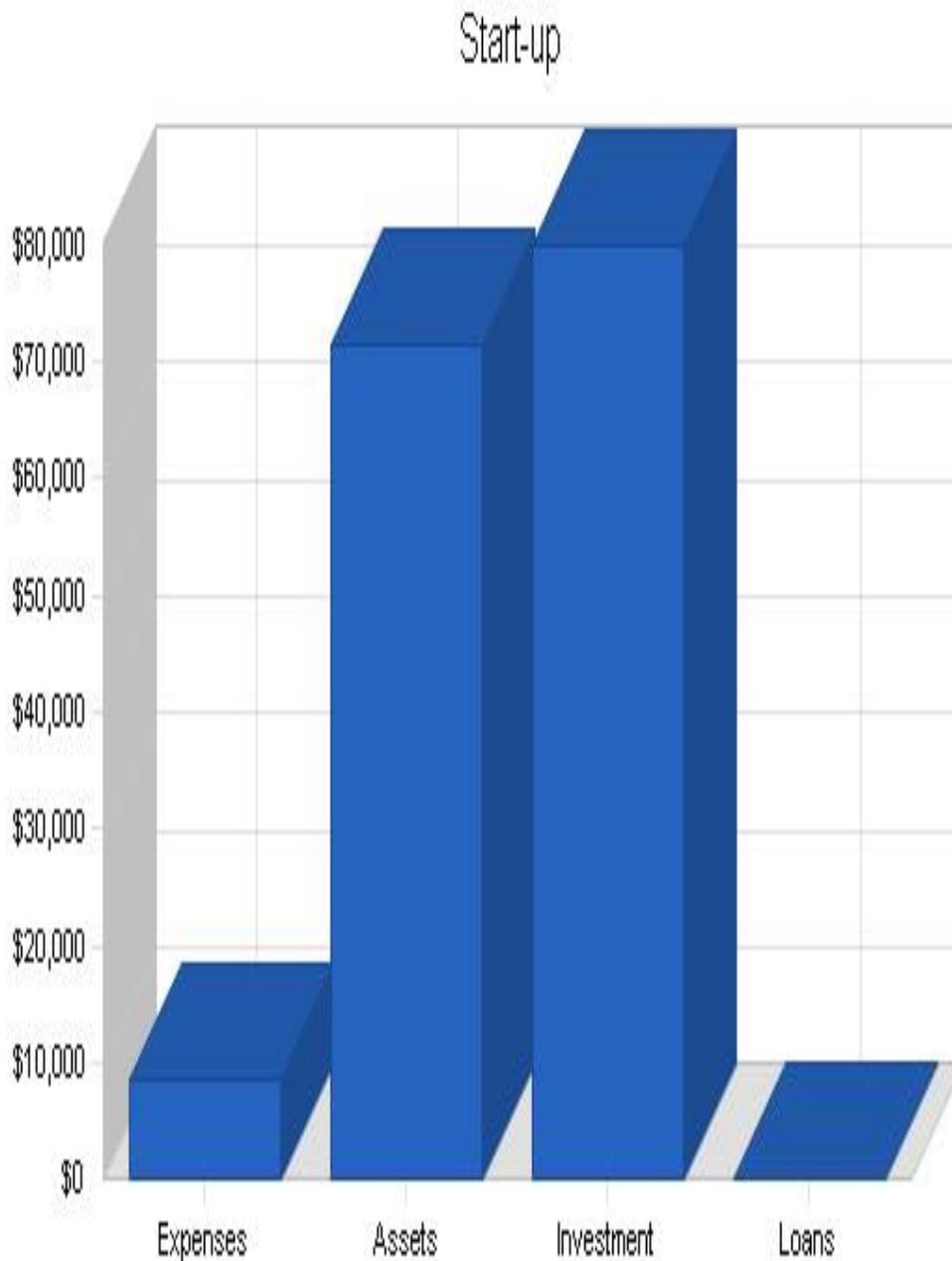


Table: Start-up

Start-up Requirements	
Start-up Expenses	
Legal	\$500
Stationery etc.	\$200
Brochures	\$2,000
Consultants	\$5,000
Insurance	\$300
Rent	\$500
Total Start-up Expenses	\$8,500
Start-up Assets	
Cash Required	\$71,500
Other Current Assets	\$0
Long-term Assets	\$0
Total Assets	\$71,500
Total Requirements	\$80,000

Table: Start-up Funding

Start-up Funding	
Start-up Expenses to Fund	\$8,500
Start-up Assets to Fund	\$71,500
<b>Total Funding Required</b>	<b>\$80,000</b>
<hr/>	
<b>Assets</b>	
Non-cash Assets from Start-up	\$0
Cash Requirements from Start-up	\$71,500
Additional Cash Raised	\$0
Cash Balance on Starting Date	\$71,500
<b>Total Assets</b>	<b>\$71,500</b>
<hr/>	
<b>Liabilities and Capital</b>	
Liabilities	
Current Borrowing	\$0
Long-term Liabilities	\$0
Accounts Payable (Outstanding Bills)	\$0
Other Current Liabilities (interest-free)	\$0
<b>Total Liabilities</b>	<b>\$0</b>
Capital	
Planned Investment	
Donor 1	\$8,000
Donor 2	\$8,000
Donor 3	\$8,000
Donor 4	\$8,000
Donor 5	\$8,000
Donor 6	\$8,000
Donor 7	\$8,000
Donor 8	\$8,000
Donor 9	\$8,000
Donor 10	\$8,000
Additional Investment Requirement	\$0
<b>Total Planned Investment</b>	<b>\$80,000</b>
<b>Loss at Start-up (Start-up Expenses)</b>	<b>(\$8,500)</b>
<b>Total Capital</b>	<b>\$71,500</b>
<hr/>	
<b>Total Capital and Liabilities</b>	<b>\$71,500</b>
<hr/>	
<b>Total Funding</b>	<b>\$80,000</b>

## 2.2 Legal Entity

SKM Mentorship Program is a tax-exempt not-for-profit mentoring organization that pairs volunteers with at-risk youth.

## 3.0 Services

SKM Mentorship Program offers the youth that have already been identified as at-risk an opportunity to work with a caring mentor to improve their ability to develop a positive attitude towards their future. The long-term goal of SKM Mentorship Program is to empower the young person to break the habits that are leading to trouble in school and Church and in the streets by instilling a sense of focus and responsibility. We offer the following services:-

### **Advocacy**

Advocacy is the centerfold for Mentoring. The SKM Mentorship Program maintains that young persons must have a sense of social and political responsibility as citizens. We encourage our Caribbean youths to voice their concerns by diplomatic and democratic means.

SKM Mentorship Program encourages our youths to advocate for social and political justice and change. We collaborate with other social and economic institutions to provide technical and volunteer assistance when needed.

### **Volunteering**

SKM Mentorship Program values Youth Leadership and Volunteerism. We ensure that every youth has the opportunity to become a positive leader within his or her community. As an organization, we work in partnership with various institutions and organisations to build the characters of our community youths.

Volunteering is the ability to be willing to assist your community in times of need. SKM Mentorship Program engages in participants in a variety of non-profit community projects. We believe that when youths volunteer in their communities, they build a sense of commitment and belonging. We believe that Volunteering develops good leadership and social skills.

### **Mentoring:**

Mentoring has been shown to effectively develop self-esteem and character. Every youth must be taught to build academic, professional and personal development. Training, mentoring and research are the key foundations of our organization.

**The Youth Leadership Program is designed to help students:**

SKM MENTORSHIP PROGRAM's has mentoring-based Youth Leadership Program for middle and high school and Church students helps to develop wholesome teens equipped to succeed. This program provides individual attention to students and recent immigrants by focusing on academic assistance, early-stage career planning and social development. We pair each student with a mentor who spends a minimum of 8 hours every month working on specific development goals. The curriculum is designed to encourage students to think critically about themselves and about some of the most pressing issues in the community. This is designed most especially for the mature youth to:

- ✚ Build confidence and self esteem
  
- ✚ Foster career exploration in a broad range of fields
  
- ✚ Develop identity in Biblical and cultural awareness
  
- ✚ Improve academic achievement
  
- ✚ Encourage civic engagement and community service
  
- ✚ Strengthen public speaking and networking skills
  
- ✚ Practice reflective learning and techniques of self-expression
  
- ✚ Make new friends among their peers and with

young professionals

- ✚ Learn about healthy relationships and sex education
  
- ✚ Become agents of change within their communities

In addition, SKM Mentorship Program has four mentoring programs. They are as follows:

- ✓ **Trailblazers:** Trailblazers is the central program of SKM Mentorship program. At-risk middle school and Church students and their mentors participate in a structured program of support. At- risk middle school and Church students and their mentors participate in an energizing retreat, followed by a seven month structured program that includes monthly team-building and group activities. The program ends with a graduation but the mentor and youth remain together for the following five months.
  
- ✓ **Turnaround:** Turnaround focuses on students who are chronically suspended from middle and high schools and Churches. The goal of the program is to rekindle the youth's commitment to learning and being successful in the classroom. By empowering young people to finish school and Church, mentors are improving the student's success in the work world as adults.
  
- ✓ **Higher Ground:** Higher Ground engages youth involved in the juvenile court system .The mentoring relationship is utilized to establish a program of change in the young person's life. The mentor encourages goal-setting, self-discipline, and skill development that improves the young person's sense of hopefulness. Mentors and youth work one-on-one for a year and are also offered opportunities to participate in monthly group activities and outings.
  
- ✓ **Lunch Friends:** Lunch Friends works with children from local elementary schools and Churches. Adult mentors come to school and Church each week to have lunch with their "friend." The program lasts for the duration of a school and Church year.

**Strategic undertaking Road Map that engages all stakeholders:**

SKM MENTORSHIP PROGRAM seeks to embrace a new road map for youth development published by the Youth Affairs Division of the Commonwealth Secretariat entitled the, 'Plan of Action for Youth Empowerment (PAYE) 2007-2015' as we :-

- ❖ Advocate for the Development and implementation measures to promote the economic enfranchisement of young people. This will seek to engage our partners to mainstream youth development across all sectors of the national economy; Engage with the education sector and with the private sector to increase access to education, vocational training; Integrate entrepreneurship, savings and investment culture and education into the education system at appropriate levels; Promote and support an integrated approach to self-employment, micro-enterprise and credit schemes;
- ❖ Advocate for the Strengthening of social support systems and collaboration between key stakeholders in youth empowerment Establish or strengthen national support for young women and men in the areas of: youth health issues and reproductive health; emotional health and well-being; the prevention and control of HIV/AIDS and other sexually transmitted diseases; Establish or strengthen national programmes for HIV/AIDS peer education and networking for healthy lifestyles, such as the Commonwealth Young Ambassadors for Positive Living (YAPL) programme; Consider the allocation of social sector investment in each of the areas of health, education and social welfare, to meet the needs of young people;
- ❖ Advocate for the Strengthening of Ministries, Departments and legal frameworks /Platforms for Youth Affairs. The Formulation and implementation of national policies and action plans on youth empowerment; Review and update existing youth policies and their corresponding strategic action; plans based on the assessment of their impact on youth empowerment; Create or strengthen ministries/departments of youth affairs, which should include arrangements for consulting young people; Build national capacity to collect and compile socio-economic data on the youth cohort in a timely and accurate fashion as a function of effective planning, target-setting, monitoring and evaluation; Integrate planning, implementation and coordination of youth development with national development planning;

- ❖ Advocate and Promote the participation of young people in decision-making Establish achievable targets for young men and women to participate in political leadership at various levels of government, from community level through to national parliaments. This will be supported by citizenship education and consultation programmes; Establish, strengthen and support national and regional youth councils; Strengthen youth networks at the national and regional level and integrate them with global youth networks; Build young people's decision-making capacities through volunteering programmes; Encourage young people to register to vote Promote positive role models and foster young people's self-esteem;
- ❖ Encourage the promotion of indigenous images and role models in the media, and the cross-Biblical and cultural exchange and sharing of such; Take action to curb negative stereotypes of young people in the media, and provide young people with opportunities to propagate alternative images; Develop sporting, Biblical and cultural models that appeal to young people and that encourage Biblical and cultural identification and indigenous self-expression; Develop award schemes for excellence in achievement; Promote inter-generational exchange of knowledge through mentoring programmes; Take action for equality between young women and men, and for youth in special circumstances;
- ❖ Ensure that data on which public policy is developed are disaggregated according to gender, age, ability/disability, socioeconomic status and ethnicity; Adopt an equal employment opportunities policy and encourage the private sector to do the same; Conduct impact assessments assessing the effects of policies, legislation, administrative procedures and regulations on specific social sectors; Provide training for young people in gender sensitization and awareness raising; Mainstream education and employment opportunities for disabled people;
- ❖ Advocate for the Promotion of peaceful and democratic environments in which human rights flourish Provide training for young people in good governance, human rights and democratic practice; Provide training in peace building, negotiation, mediation and conflict resolution; include such training in school and Church curricula and promote its implementation by youth groups in civil society; Ensure that young people are fully informed of their human rights and are able to exercise their rights freely; Involve young people in the monitoring and implementation of human rights instruments, and free and fair elections; Provide quality education for all;
- ❖ Advocate for the Prioritization of basic education and literacy programmes, ensuring the participation of rural youth and those in special circumstances; Review educational curricula to include components of enterprise, life skills, conflict resolution, culture, human rights and the environment, as appropriate; Broaden access to secondary and higher education, making use of cost-effective

means such as distance learning; Promote knowledge transfer through volunteering and mentoring opportunities, including promotion of indigenous knowledge. Improve access to information and communication technology(ICT)

- ❖ Advocate for the Promotion and inclusion of ICT in school and Church curricula; Incentivize private sector development of ICT infrastructure; Train young people in the use of ICTs; Establish public tele-centres and other community programmes that provide access to ICTs; Encourage girls and women to make use of ICT through targeted programmes. Promote health, development and values through sports and culture;
- ❖ Advocate for the Promotion of sport and culture as an investment in national development, using sport and culture at local and regional levels to engage young people in team-building, leadership and healthy living; Integrate drama and sports education with other programmes for basic and/or informal education on environmental awareness; health and well-being (including diet and nutrition, sexual and reproductive health, substance abuse); and human rights; Promote sporting, Biblical and cultural contacts and exchanges at the national, regional and pan-Commonwealth level (including the Commonwealth Youth Games) to foster tolerance, understanding and cooperation;
- ❖ Engage Young People to Protect the Environment. Engage young people in awareness raising on climate change and other pressing environmental issues; Tap the knowledge base of young people and their grassroots organisations as part of environmental monitoring and scientific data gathering; Engage young people in technology transfer and uptake issues, including for example youth participation in 'citizens juries'; Train young people in natural disaster preparedness and relief; Stimulate ethical consumerism among young people as an entry point to environmental awareness; Mainstream environmental education and debate as part of school and Church curricula;
- ❖ Advocate for the Professionalization of the youth work sector. Invest in youth work education and training; Facilitate the recognition of youth work training by Public Service Commissions; Partner with associations of youth workers to draft codes of professional ethics with express linkage to human rights; Partner with associations of youth workers to establish formal registration and deregistration regimes; Consult associations of youth workers as partners in the policy-making process
- ❖ Advocate for the Monitoring and evaluation progress in Youth Development. Engage young people in participatory monitoring and evaluation of youth programmes.



#### 4.0 Market Analysis Summary :

SKM Mentorship Program is a program that is in direct response to the growing number of young people that are either falling through the cracks at school and Church or are already entangled with the juvenile court system. SKM Mentorship Program offers at-risk youth the opportunity to make a dramatic change in their lives. The program is positioned to be most assessable to young people who otherwise would be swept into the juvenile court system or frequent school and Church detention.

The goal of the program is to identify youths who are going have a turbulent transition to adulthood and offer positive support system to avoid the pitfalls that can derail their lives. The focus is slightly different at each level. At the elementary school and Church level, mentors strive to guide the young person back into the mainstream of class activity in order to destroy the negative rein forcers that can turn a student off to school and Church. With middle school and Church students, SKM Mentorship Program provides mentors that serve as developmental role models for young people looking for direction. Sometimes it is as easy as a young person identifying with his mentor rather than a person involved in criminal or destructive activities. Once a student has entered high school and Church with a history of classroom disturbances and poor academic skills, it takes a tremendous proactive effort to assist a student in redirecting their lives. SKM Mentorship Program has found that group activities can service as a powerful reinforcer of hopeful behavior.

Currently, middle school and Church youth's disturbances the majority of students being served by SKM Mentorship program. Elementary children represent a critical group as they progress through school and Church. Children between the ages of five to 11 disturbances close to 40% of the children attending public schools and Churches. It is projected that within three years, 50% of the system's students will be in middle school and Church.

#### 4.1 Market Segmentation:

SKM Mentorship Program has a number of market focuses that are key to the program's success. They Include the following;-

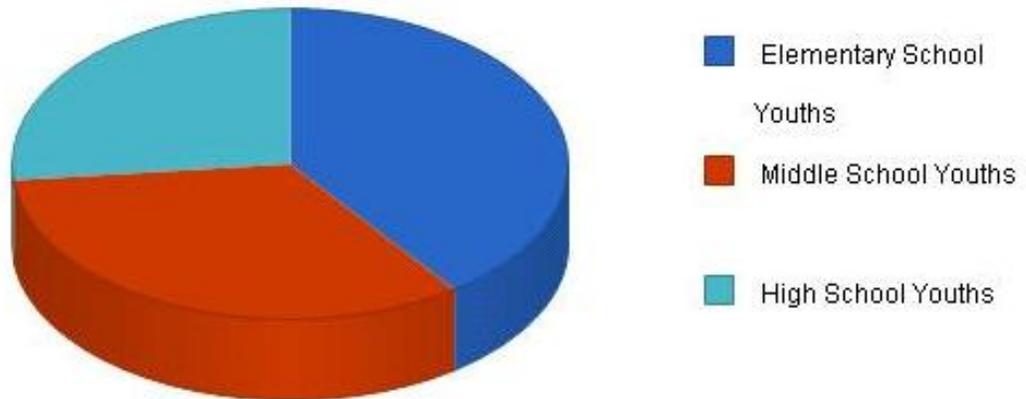
- Youth who are overcoming stressors in their lives, such as poverty, discrimination, abusive situations, addictions, unstable homes, and academic life, are the primary marketing focus of SKM Mentorship program. Mentoring programs foster positive changes through goal setting, self-discipline, skill development, and friendship;

- Families are also the marketing focus when adult mentors are able to help youth work on solutions for their family stresses, and provide an objective but caring sounding board. As a result, many youth and their families report improved relations at home. Families must buy into the benefit from our United Parenting program, a 10-month series of custom-designed information and discussion groups that enrich parenting effectiveness, especially in the area of cognitive skills associated with family management practices;
- Marketing also attracts mentors to SKM Mentorship Program because they care about kids and their community. The typical mentor-youth relationship demands a commitment that must be sold to the potential mentor. For most mentors, this experience changes their lives, taps their inner resources, and challenges their convictions and beliefs;
- Ultimately, SKM Mentorship Program is marketed as a critical social support system young people. SKM Mentorship Program impacts how many other city services will be called in to respond to destructive behavior in the communities.

Table: Market Analysis

Market Analysis		Year 1	Year 2	Year 3	Year 4	Year 5	CAGR
Potential Customers	Growth						
Elementary School and Church	8%	12,000	12,960	13,997	15,117	16,326	8.00%
Youths Middle School and Church	20%	10,000	12,000	14,400	17,280	20,736	20.00%
Youths High School and Church	7%	8,000	8,560	9,159	9,800	10,486	7.00%
<b>Total</b>	<b>12.20%</b>	<b>30,000</b>	<b>33,520</b>	<b>37,556</b>	<b>42,197</b>	<b>47,548</b>	<b>12.20%</b>

Market Analysis (Pie)



#### 4.2 Target Market Segment Strategy:

The target market for SKM Mentorship Program are young people ages seven to 21 (now extended to age 35 because of need) that have developed destructive habits that will lead down a path of hopelessness. SKM Mentorship Program has created a series of mentoring programs that pair the young person with a trained mentor who will assist him or her in developing the habits and perspective that will lead to success and hopefulness in the future.

We can tailor any of our programmes to the individual needs of our young people and their schools and Churches and periodically employ a variety of consultants with specialisms in areas such as conflict resolution, substance misuse, youth offending, Pre-NEET, identity and self- image, life skills, crime and gang violence, and health and well-being.

We support those at risk of exclusion from school and Church and work with schools and Churches to improve behavior, improve grades and employability skills for the future.

## 5.0 Strategy and Implementation Summary:

There are three focuses to SKM Mentorship Program program implementation:

- ❖ First is the creation of a network of contacts with Caribbean School and Church System;
- ❖ The second is the recruiting and training of mentors;
- ❖ The third is the development of fundraising strategies.

### Our School and Church implementation Strategy:

SKM MENTORSHIP PROGRAM works closely with schools and Churches in an inclusive way and strives for higher academic achievement for the youth. We are often called into schools and Churches when they have reached a crisis point with a pupil or group of pupils;

SKM MENTORSHIP PROGRAM believes in building solid partnerships with young people, their families and schools and Churches and working with them on preventative programmes so that problems do not exist in the first place;

We operate a no blame culture and are not interested so much in what the pupil or school and Church has done before we arrive. We are solely interested in what we can do in order to bring about successful outcomes for all concerned. We deliver our best work when schools and Churches work with us from a position of mutual trust, respect and participation.

### **Commitment that We Require From Schools and Churches:**

- ✓ a document outlining your commitment to the mentoring partnership endorsing its educational significance as perceived by your school and Church;
- ✓ To appoint a member of staff to be responsible for the project within the school and Church;

- ✓ To select appropriate pupils who would be interested in the project and likely to benefit from it;
  
- ✓ Assist the Mentoring Co-ordinator in matching pupil to mentor by providing appropriate information regarding the pupil including school and Church grades, performance levels and any issues being faced;
  
- ✓ Assist in setting up an initial meeting between the school and Church, the Mentoring Co-ordinator, pupil(s) and their parents if necessary;
  
- ✓ Arrange a suitable place and time for regular meetings between pupils and mentors and negotiate with the Mentoring Co-ordinator, a convenient duration and frequency of contact between pupil and mentor. We envisage in the initial stages of the relationship, to be in the region of one hour per week;
  
- ✓ Encourage pupils to see the process as an extension of his or her education, not an escape from school and Church work;
  
- ✓ Sensitively monitor the pupil's progress;
  
- ✓ Liaise with the Mentoring Co-ordinator to discuss progress, successes and problems;
  
- ✓ Make general suggestions for developing the project, particularly any source of mentors already linked to the school and Church through companies, agencies, etc.

**How a School and Church can benefit:**

- ✓ The interaction with an adult or young person of his or her own ethnic origin in the school and Church can reduce a pupil's sense of alienation within the school and Church and improve the student's overall motivation to learn. There will be less work for your school and Church because of improvements in the relationship that you have with the Caribbean pupils at your school and Church;
  
- ✓ By recognizing that the presence of Caribbean adults in your school and Church will enhance its ethos as a multi-racial establishment;
  
- ✓ By collaborating with SKM MENTORSHIP PROGRAM your school and Church will

establish links with the Caribbean community and improve school and Church and community liaisons which we have found as being an underdeveloped area in most schools and Churches.

### **Parent, School, Church, and Teacher Support:**

We help parents to access the necessary information to support their children; encouraging effective parental participation in all aspects of school and Church activity.

We also advise and support schools and Churches and teachers on issues which relate to Biblical and cultural diversity, and how it impacts on the educational development of young people.

### **Role of Parents:**

SKM MENTORSHIP PROGRAM exists to support young people but we also help parents and have facilitated many parenting skills workshops. Our children really are the future and we are dedicated to supporting your parenting efforts in order that we can all raise healthy, happy and educated children.

Everything that we do is with young people in mind because we recognize their importance in our society. We currently offer a variety of programmes aimed at making sure your child achieves the levels of success that you dream about. We offer the following programmes and clubs that your children can join and encourage you to get your children involved:

- ❖ Math's Club
- ❖ Science Club
- ❖ IT & Computers Club
- ❖ Inspiring Reading / Book Club
- ❖ Young Entrepreneurs Club
- ❖ Young Parents Support Group
- ❖ Life Skills

...Extra...

**For parents, we offer the following training courses:**

- Helping your child achieve 10 or more GCSE's
- Caribbean Studies
- Understanding Schools and Churches – How they work and what you should know about them
- How to become a parent Governor
- School and Church Exclusions. How to reverse and prevent exclusions and get your child back into school and Church

**For Teachers:**

SKM MENTORSHIP PROGRAM has developed an expertise in educational matters relating to Caribbean young people. As such we have gone on to develop a range of training courses tailored towards teaching staff (and Classroom Assistants) both at Primary and Secondary school and Church level. In particular we offer the following courses:

- ✚ Teaching Caribbean Studies as part of the National Curriculum
- ✚ Managing Diversity in the Classroom
- ✚ Supporting Children Achieve Top Marks at School and Church
- ✚ Classroom Behavior Management Strategies

**Resource Center:**

SKM MENTORSHIP PROGRAM are pleased to announce the recent introduction of a mobile library. We are now able to deliver reading sessions and literacy groups in schools and Churches and at our resource centre at our centers.

SKM MENTORSHIP PROGRAM has a full range of academic books covering all key stages and a large mix of history books targeted towards the younger reader (3-35 years). We also have many other books of interest to young people in our library.

For young people from other communities who are interested in learning about the culture and history of people of African descent, please get in touch with us as we are developing mainstream literacy programmes and can deliver them in a venue of your choice.

**School and Church Mentors:**

SKM MENTORSHIP PROGRAM trains and develops community mentors so that support can be given to children in the classroom setting. Young people benefit from having a positive mentor and role model in their lives in a variety of ways.

Our programmes are tailor made for each child and some children benefit from group mentoring, whilst others are more suited to one-to-one mentoring with the support of a trained mentor.

All our mentors are checked and trained to the highest level. They are all very passionate about working with young people and bring with them a wealth of experience and knowledge that they can pass on to the young people they come into contact with.

### **Business Mentors:**

We are currently piloting a programme to support young entrepreneurs from the local community. There are lots of young people with great ideas for business but little support to turn those ideas into reality. We want to team up with businesses large and small to offer opportunities to these young entrepreneurs.

You and your business can gain just as much from mentoring a young person as the young person themselves. If you are in business and you think that you could be a good role model for a young person with entrepreneurial flair, please contact us. It does not matter what size your business is as it will still be inspirational to young people from the community.

We will set up the platform for you to mentor a young person to help them achieve the level of success that you have so this is a fantastic opportunity to give something back and make a real difference in the life of a young person.

As well as the above we welcome support from local business experts and entrepreneurs to support our young clients. We are currently looking for the following people:

#### **Guest Speakers**

To give short 15 minute presentations on a variety of topics including business start up, marketing, growing your business, finance for your business, keeping your motivation and enterprise and entrepreneurship.

**Business Mentors**

To support and show guidance to young people who want to change their lives through entrepreneurship. You will act as a role model and mentor to them and will receive full support in order to do so.

## 5.1 Fundraising Strategy:

SKM Mentorship Program funding sources include private donations, federal and states, grants from private foundations, school and Church/institutions and business sponsorship. The program's fundraising Coordinator has established a number of contribution options that a supporter can select from:-

- **Cash Donation:** From \$1,000 to sponsor a youth for a year to \$30 to fund the Outdoor Challenge course that all participants take part in.
- **Gift of Appreciated Stock:** a gift of appreciated stocks, bonds, or mutual funds can both support the program and provide tax saving to the donor.
- **Legacy Gifts:** a planned gift in a will, trust, or other estate plan.
- **Corporate Giving and Sponsorship:** Businesses can provide cash or grants. Businesses are also encouraged to participate in the SKM Mentorship Program fundraising events that take place throughout the year. These events include Fun Runs, Wine Tasting, Bike Races, and Raffles.
- **Food Store Community Partnership Program:** SKM Mentorship Program receives a portion of what is spent in local food stores when the shopper uses the program card when making purchases. The card will be scanned at the checkout and the program will receive credit for the sale.

### 5.1.1 Funding Forecast :

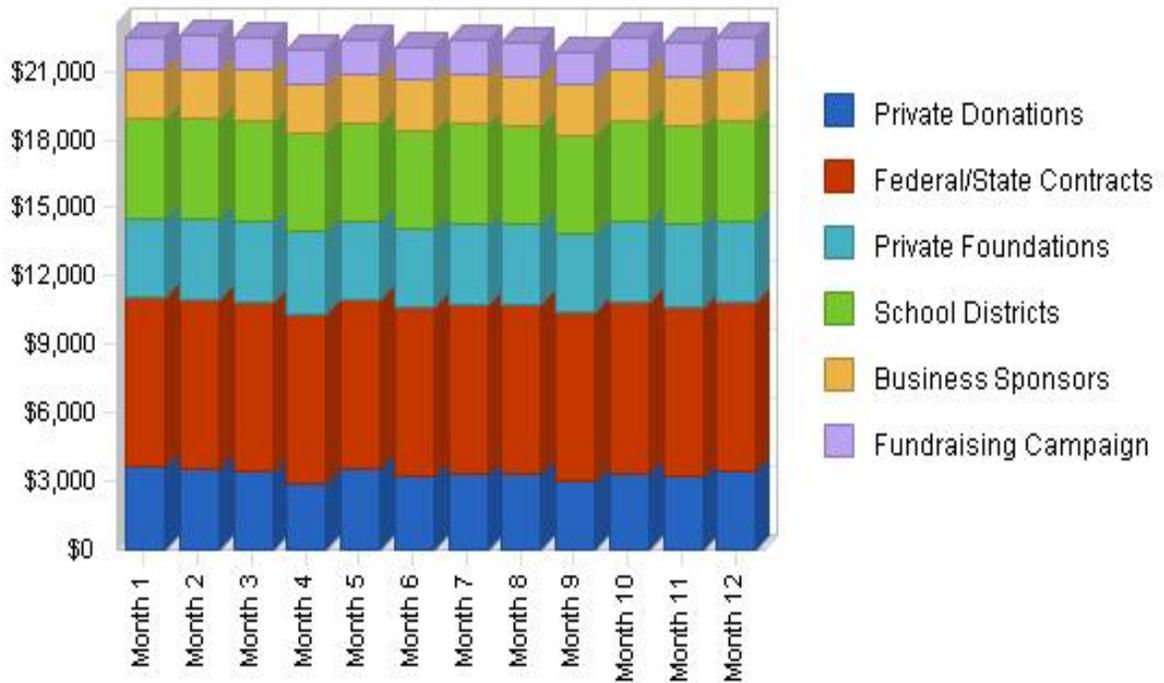
SKM Mentorship Program forecast of revenues for 2020 is \$267,396. The stable core funding is expected to come from State contracts, private foundations, and the school and Church/institutions. Yet anticipated growth from these funding sources is estimated to be only 5% over the next three years. SKM Mentorship Program will focus on rapidly increasing funding from sources where the percentage growth is projected to be higher. The targets are private donations, business sponsorships and fundraising campaigns. By 2021, estimated revenue should be in excess of \$350,000.

Table: Funding Forecast

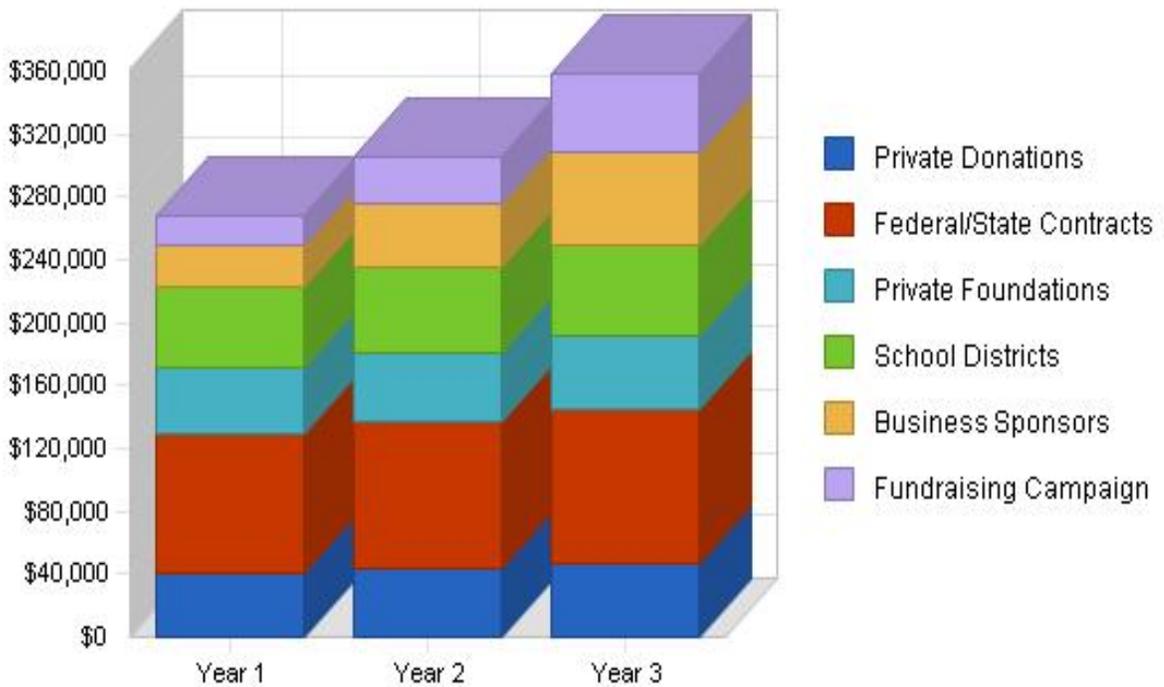
#### Funding Forecast

	Year 1	Year 2	Year 3
<u>Funding</u>			
Private Donations	\$39,966	\$43,163	\$46,616
State Contracts	\$89,112	\$93,568	\$98,246
Private Foundations	\$42,316	\$44,432	\$46,653
School and Church/institutions	\$52,156	\$54,764	\$57,502
Business Sponsors	\$26,472	\$40,000	\$60,000
Fundraising Campaign	\$17,374	\$30,000	\$50,000
<b>Total Funding</b>	<b>\$267,396</b>	<b>\$305,926</b>	<b>\$359,018</b>
<u>Direct Cost of Funding</u>			
Costs	\$0	\$0	\$0
Other	\$0	\$0	\$0
<b>Subtotal Cost of Funding</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Funding Monthly



Funding by Year



## 5.2 Marketing Strategy:

SKM Mentorship Program believes in the goal of leaving no youth behind. The goal is to raise the visibility of program to assure that:-

- ❖ Referral sources will use the service;
- ❖ Funding sources will support the program;
- ❖ Adults will volunteer to be mentors.

The marketing strategy will be to successfully sell this new resource to the schools and Churches and the juvenile court system. This will be accomplished by a referral coordinator who will create and maintain a network of contacts that will serve as the referral source for the program.

Brochures will be developed to sell the benefits of the program to both potential referrers and participants. The referral coordinator will provide progress reports for the referring program, school and Church, or agency. The goal will be to build an effective marketing program on the success of the mentoring relationships.

A marketing effort will also be implemented to attract and retain quality mentors for the program. The program's mentor recruiter/trainer will make presentations to Caribbean civic and social group, selling the benefits of participating in SKM Mentorship program. Reward activities will be planned for mentors. These activities will be used to recruit new mentors from the friends and associates of current mentors.

The core of the marketing strategy will be the creation of the program's Board of Directors who will be chartered with the responsibility of selling the benefits of the program to the community.

## 6.0 Management Summary:

SKM Mentorship Program management team will consist of the Board of Directors and the program's executive director. A team of professional program and fundraising managers will be assembled to manage and grow the program.

## 6.1 Personnel Plan:

The following table summarizes our personnel expenditures for the first three years. SKM Mentorship Program will have the following staff.

- Fundraising/grant coordinator;
- Mentor recruitment/training coordinator;
- Youth referral coordinator;
- Office manager.

Table: Personnel

### Personnel Plan

	Year 1	Year 2	Year 3
Executive Director	\$30,000	\$30,000	\$30,000
Fundraising/Grant Coordinator	\$24,000	\$24,000	\$24,000
Mentor Recruitment Coordinator	\$24,000	\$24,000	\$24,000
Youth Referral Coordinator	\$24,000	\$24,000	\$24,000
Office Manager	\$20,400	\$20,400	\$20,400
<b>Total People</b>	<b>5</b>	<b>5</b>	<b>5</b>
<b>Total Payroll</b>	<b>\$122,400</b>	<b>\$122,400</b>	<b>\$122,400</b>

## 7.0 Financial Plan

SKM Mentorship Program will build funding support from businesses and private donors in the community at an aggressive rate of growth. Yet it will take five years before funding from these sources becomes strong enough to expand the program. The primary expenditures for the program are for the training and managing of mentors and the program activities for youth and mentors. Therefore it is essential that due diligence is applied to fund allocation for these critical program responsibilities. An effective communication system will be established to report fiscal data to the Board of Directors so adjustment can be made quickly to assure the health of the program.

We are also assuming beginning cash reserves on April 1st of \$71,500 according to the treasurer.

## 7.1 Important Assumptions:

The financial plan depends on important assumptions, most of which are shown in the following table. The key underlying assumptions are:

- We assume a slow-growth economy, without major recession.
- We assume that there are no unforeseen changes in state grant funding availability.
- We assume a continued need for services by at-risk youths.
- We assume broad community support for mentoring.

Table: General Assumptions

General Assumptions	Year 1	Year 2	Year 3
Plan Month	1	2	3
Current Interest Rate	10.00%	10.00%	10.00%
Long-term Interest Rate	10.00%	10.00%	10.00%
Tax Rate	0.00%	0.00%	0.00%
Other	0	0	0

## 7.2 Projected Surplus or Deficit

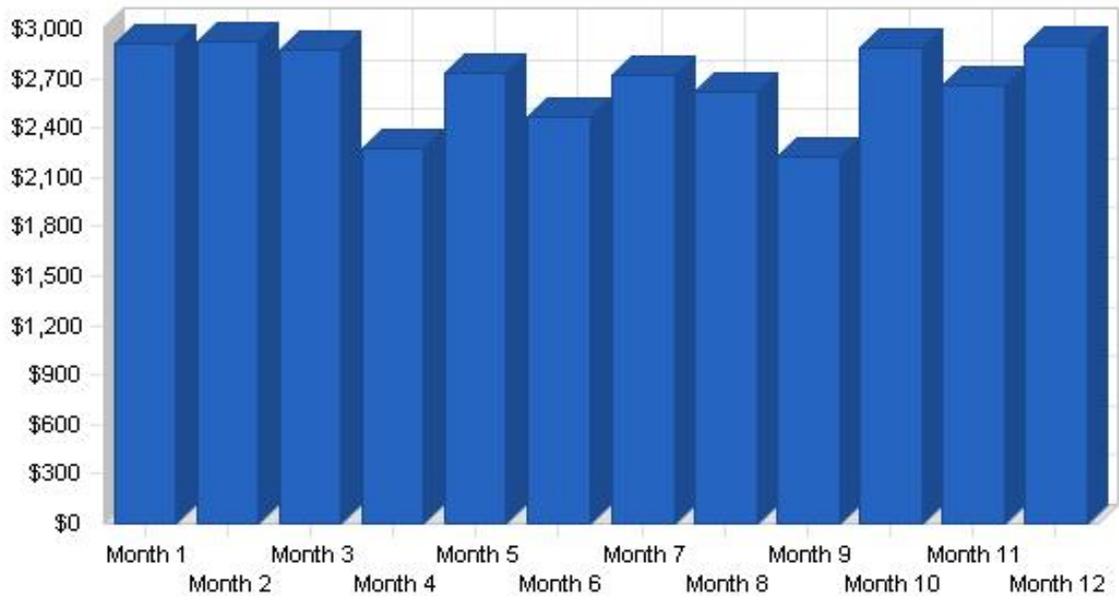
SKM Mentorship Program projected surplus or deficit is shown on the following table, with revenue increasing from more than \$267,396 the first year to more than \$350,000 the third. Surplus may be applied to program activities, marketing activities, or held for contingencies. The detailed monthly projections are included in the appendix.

Table: Surplus and Deficit

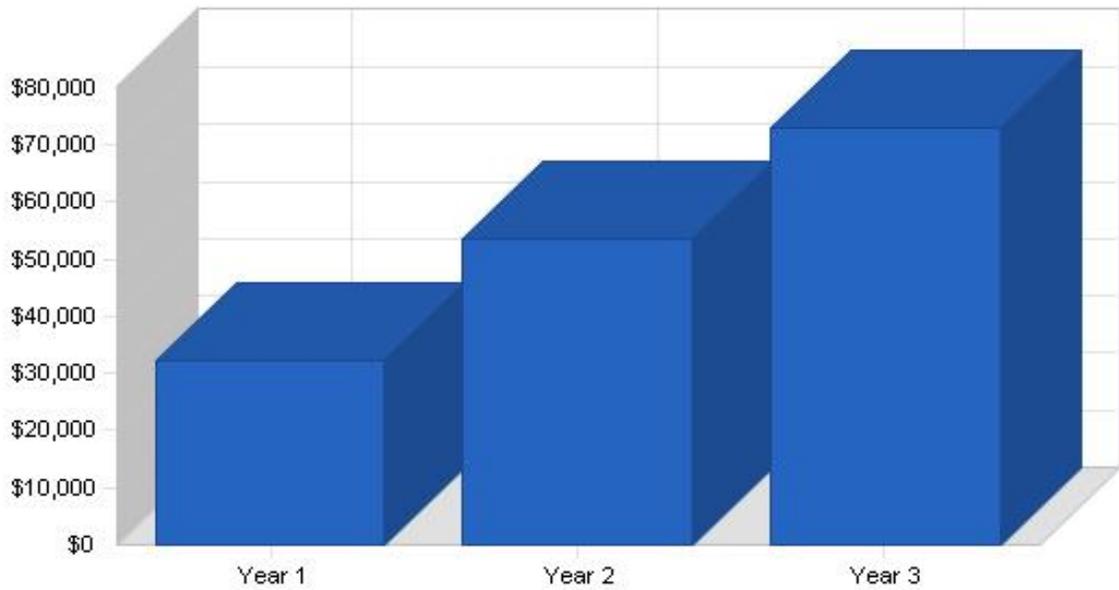
### Surplus and Deficit

	Year 1	Year 2	Year 3
<b>Funding</b>	<b>\$267,396</b>	<b>\$305,926</b>	<b>\$359,018</b>
Direct Cost	\$0	\$0	\$0
<b>Other Costs of Funding</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Direct Cost</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Gross Surplus	\$267,396	\$305,926	\$359,018
Gross Surplus %	100.00%	100.00%	100.00%
<b>Expenses</b>			
Payroll	\$122,400	\$122,400	\$122,400
Sales and Marketing and Other	\$12,000	\$15,000	\$18,000
<b>Expenses</b>			
Depreciation	\$0	\$0	\$0
Rent	\$3,600	\$3,600	\$4,000
Utilities	\$1,200	\$1,200	\$1,500
Insurance	\$0	\$0	\$0
Activities	\$60,000	\$70,000	\$90,000
Payroll Taxes	\$0	\$0	\$0
Training	\$36,000	\$40,000	\$50,000
<b>Total Operating Expenses</b>	<b>\$235,200</b>	<b>\$252,200</b>	<b>\$285,900</b>
Surplus Before Interest and Taxes	\$32,196	\$53,726	\$73,118
EBITDA	\$32,196	\$53,726	\$73,118
Interest Expense	\$0	\$0	\$0
Taxes Incurred	\$0	\$0	\$0
<b>Net Surplus</b>	<b>\$32,196</b>	<b>\$53,726</b>	<b>\$73,118</b>
<b>Net Surplus/Funding</b>	<b>12.04%</b>	<b>17.56%</b>	<b>20.37%</b>

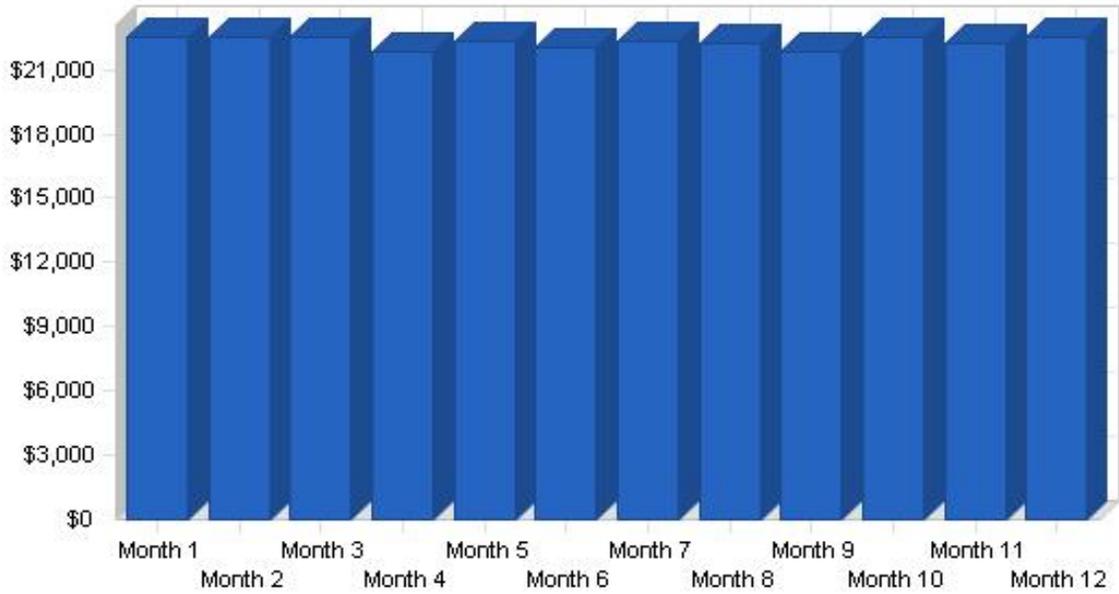
Surplus Monthly



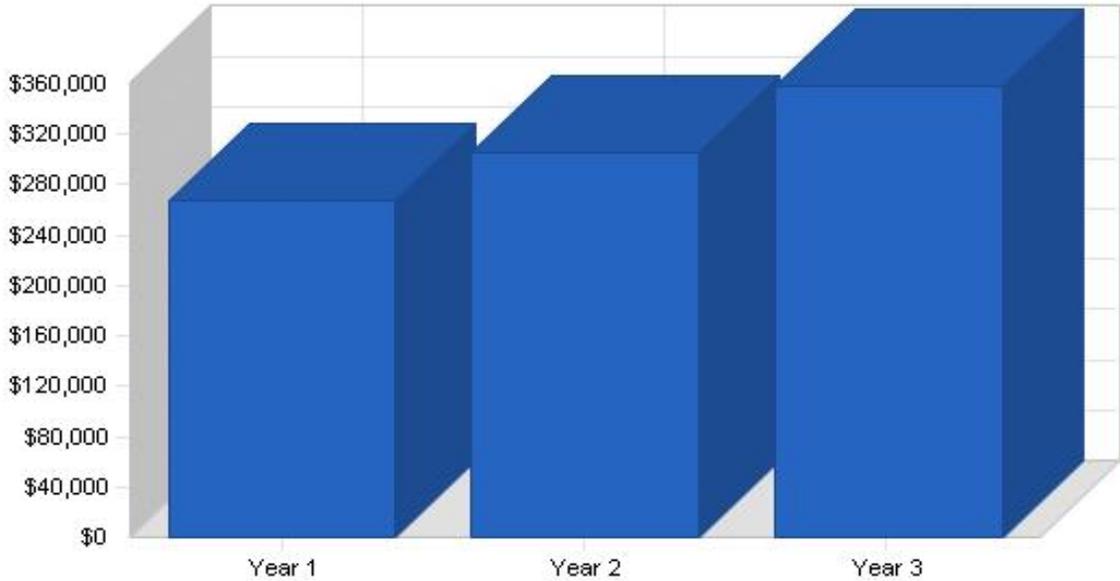
Surplus Yearly



Gross Surplus Monthly

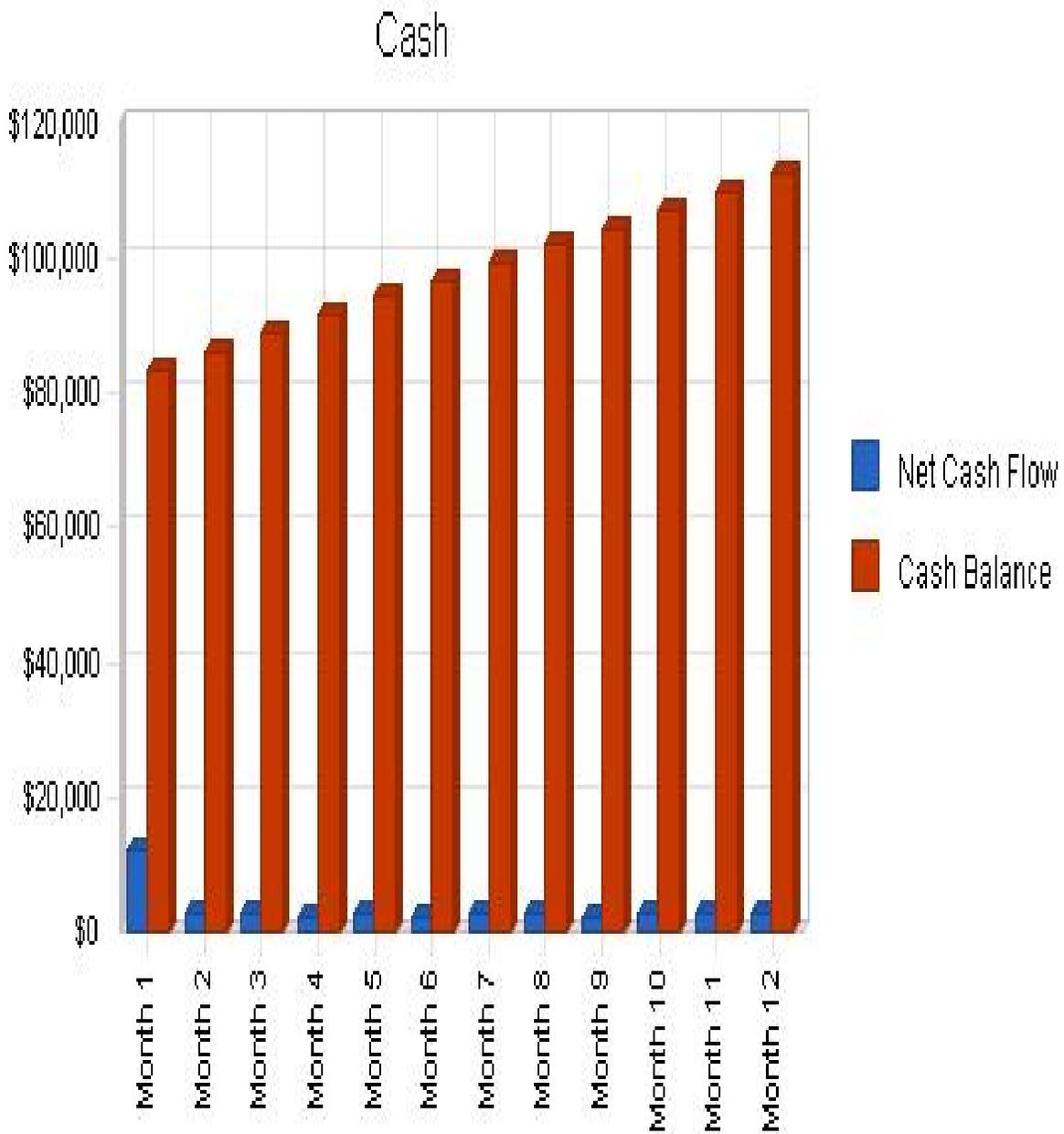


Gross Surplus Yearly



### 7.3 Projected Cash Flow

The monthly cash flow is shown in the illustration, with one bar representing the cash flow per month, and the other the monthly cash balance. The annual cash flow figures are included here and the more important detailed monthly numbers are included in the appendix.



## Table: Cash Flow

## Pro Forma Cash Flow

	Year 1	Year 2	Year 3
<b>Cash Received</b>			
Cash from Operations			
Cash Funding	\$267,396	\$305,926	\$359,018
Subtotal Cash from Operations	\$267,396	\$305,926	\$359,018
<b>Additional Cash Received</b>			
Sales Tax, VAT, HST/GST Received	\$0	\$0	\$0
New Current Borrowing	\$0	\$0	\$0
New Other Liabilities (interest-free)	\$0	\$0	\$0
New Long-term Liabilities	\$0	\$0	\$0
Sales of Other Current Assets	\$0	\$0	\$0
Sales of Long-term Assets	\$0	\$0	\$0
New Investment Received	\$0	\$0	\$0
Subtotal Cash Received	\$267,396	\$305,926	\$359,018
<b>Expenditures</b>			
<b>Expenditures from Operations</b>			
Cash Spending	\$122,400	\$122,400	\$122,400
Bill Payments	\$103,713	\$128,218	\$160,730
Subtotal Spent on Operations	\$226,113	\$250,618	\$283,130
<b>Additional Cash Spent</b>			
Sales Tax, VAT, HST/GST Paid Out	\$0	\$0	\$0
Principal Repayment of Current Borrowing	\$0	\$0	\$0
Other Liabilities Principal Repayment	\$0	\$0	\$0
Long-term Liabilities Principal Repayment	\$0	\$0	\$0
Purchase Other Current Assets	\$0	\$0	\$0
Purchase Long-term Assets	\$0	\$0	\$0
Dividends	\$0	\$0	\$0
Subtotal Cash Spent	\$226,113	\$250,618	\$283,130
Net Cash Flow	\$41,283	\$55,308	\$75,888
Cash Balance	\$112,783	\$168,091	\$243,979

## 7.4 Projected Balance Sheet

The balance sheet in the following table shows managed but sufficient growth of net worth, and a sufficiently healthy financial position. The monthly estimates are included in the appendix.

Table: Balance Sheet

### Pro Forma Balance Sheet

	Year 1	Year 2	Year 3
<b>Assets</b>			
<b>Current Assets</b>			
Cash	\$112,783	\$168,091	\$243,979
Other Current Assets	\$0	\$0	\$0
<b>Total Current Assets</b>	<b>\$112,783</b>	<b>\$168,091</b>	<b>\$243,979</b>
<b>Long-term Assets</b>			
Long-term Assets	\$0	\$0	\$0
Accumulated Depreciation	\$0	\$0	\$0
<b>Total Long-term Assets</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Assets</b>	<b>\$112,783</b>	<b>\$168,091</b>	<b>\$243,979</b>
<b>Liabilities and Capital</b>			
<b>Current Liabilities</b>			
Accounts Payable	\$9,087	\$10,668	\$13,438
Current Borrowing	\$0	\$0	\$0
Other Current Liabilities	\$0	\$0	\$0
<b>Subtotal Current Liabilities</b>	<b>\$9,087</b>	<b>\$10,668</b>	<b>\$13,438</b>
<b>Long-term Liabilities</b>			
Long-term Liabilities	\$0	\$0	\$0
<b>Total Liabilities</b>	<b>\$9,087</b>	<b>\$10,668</b>	<b>\$13,438</b>
<b>Capital</b>			
Paid-in Capital	\$80,000	\$80,000	\$80,000
Accumulated Surplus/Deficit	(\$8,500)	\$23,696	\$77,422
<b>Surplus/Deficit</b>	<b>\$32,196</b>	<b>\$53,726</b>	<b>\$73,118</b>
<b>Total Capital</b>	<b>\$103,696</b>	<b>\$157,422</b>	<b>\$230,540</b>
<b>Total Liabilities and Capital</b>	<b>\$112,783</b>	<b>\$168,091</b>	<b>\$243,979</b>
<b>Net Worth</b>	<b>\$103,696</b>	<b>\$157,422</b>	<b>\$230,540</b>

## 7.5 Standard Ratios

Business ratios for the years of this plan are shown below. Industry profile ratios based on the Standard Industrial Classification (SIC) code 8322 or NAICS 624110, Child and Youth Services, are shown for comparison.

Table: Ratios

Ratio Analysis	Year 1	Year 2	Year 3	Industry Profile
Funding Growth	n.a.	14.41%	17.35%	7.72%
<b>Percent of Total Assets</b>				
Other Current Assets	0.00%	0.00%	0.00%	32.31%
Total Current Assets	100.00%	100.00%	100.00%	56.30%
Long-term Assets	0.00%	0.00%	0.00%	43.70%
Total Assets	100.00%	100.00%	100.00%	100.00%
Current Liabilities	8.06%	6.35%	5.51%	23.57%
Long-term Liabilities	0.00%	0.00%	0.00%	28.65%
Total Liabilities	8.06%	6.35%	5.51%	52.22%
Net Worth	91.94%	93.65%	94.49%	47.78%
<b>Percent of Funding</b>				
Funding	100.00%	100.00%	100.00%	100.00%
Gross Surplus	100.00%	100.00%	100.00%	100.00%
Selling, General & Administrative Expenses	94.83%	88.44%	84.75%	78.74%
Advertising Expenses	0.00%	0.00%	0.00%	0.97%
Surplus Before Interest and Taxes	12.04%	17.56%	20.37%	1.90%
<b>Main Ratios</b>				
Current	12.41	15.76	18.16	2.18
Quick	12.41	15.76	18.16	1.77
Total Debt to Total Assets	8.06%	6.35%	5.51%	58.63%
Pre-tax Return on Net Worth	31.05%	34.13%	31.72%	3.01%
Pre-tax Return on Assets	28.55%	31.96%	29.97%	7.27%
<b>Additional Ratios</b>				
	Year 1	Year 2	Year 3	
Net Surplus Margin	12.04%	17.56%	20.37%	n.a
Return on Equity	31.05%	34.13%	31.72%	n.a
<b>Activity Ratios</b>				
Accounts Payable Turnover	12.41	12.17	12.17	n.a
Payment Days	27	28	27	n.a
Total Asset Turnover	2.37	1.82	1.47	n.a
<b>Debt Ratios</b>				
Debt to Net Worth	0.09	0.07	0.06	n.a
Current Liab. to Liab.	1.00	1.00	1.00	n.a
<b>Liquidity Ratios</b>				
Net Working Capital	\$103,696	\$157,422	\$230,540	n.a
Interest Coverage	0.00	0.00	0.00	n.a
<b>Additional Ratios</b>				
Assets to Funding	0.42	0.55	0.68	n.a
Current Debt/Total Assets	8%	6%	6%	n.a
Acid Test	12.41	15.76	18.16	n.a
Funding/Net Worth	2.58	1.94	1.56	n.a
Dividend Payout	0.00	0.00	0.00	n.a

