

MHA Nation Cultural Interpretive Center Business Plan 2016

By Delphine Baker



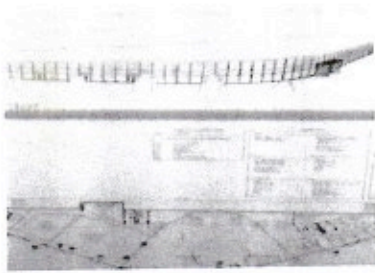


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Interpretive Center Executive Summary

The MHA Nation is planning the Interpretive Center and Amphitheatre. The National Association for Interpretation in 2000 defined interpretation as "... a communication process that forges emotional and intellectual connections between the interests of the audience and the inherent meanings in the resource." For the MHA Nation, interpretation may be performed at the dedicated interpretation center, audio tours, other electronic media, or at a host of other recreation, natural or cultural sites. Interpretation is delivered in a variety of ways, including guided walks, talks, living history demonstrations, staffed stations, exhibits and displays, signs, brochures.

The MHA interpretive program supports the Tribes mission and goals by serving customers; promoting the health of the land; and enhancing the public's enjoyment, understanding and appreciation of the public land's natural and cultural resources and their management. The program communicates how the MHA Nation manages resources and provides opportunities for public use, and fosters an understanding of the relationships between people and the Tribe. As a result MHA's interpretive program, our people will be able to tell our story and journey here in the United States. We are able to provide cultural understanding of our great nation and its distinguished beginnings.

Interpretive Center Overview

Interpretive Center Mission Statement:

The Interpretive Center is proposed in the Earth Lodge Village area and is integral to providing the visitors of the City of New Town, and users of the our historical, environment, and culture. The ELV helps to enrich the community, increase environmental awareness, offer educational opportunities and provide an arena for special events. The Interpretive Center is not only responsible for programming, but also handles ticket sales, marketing, publicity and public relations; and raises funds to support these programs while keeping ticket prices free or affordable.

Statement of Values and Vision

The MHA Interpretive Center values excellence; accessible and affordable arts experiences; diversity; a broad spectrum of programs; our unique environment; and fiscal responsibility. The MHA Interpretive Center strives to be the premier center for integrating cultural and performing arts, education and community.

Form of ownership:

MHA Nation is a government agency that will be the sole owner of this facility.

History: Established by the Fort Laramie Treaty of 1851, the Three Affiliated Tribes, also known as the Mandan, Hidatsa, and Arikara Nation of Fort Berthold Reservation in North Dakota, consists of over 14,000 enrolled members, of which roughly half reside on the reservation. The MHA Nation has survived many significant changes including the flooding of its primary homelands along the Missouri River, due to the creation of the Garrison Dam in the

early 1950s. Today, the MHA Nation resident population resides in the communities of New Town, Parshall, Mandaree, White Shield, Four Bears, and Twin Buttes. The MHA Nation established its Cultural Interpretive Department in 2001 as a means of showcasing its tribal culture to the world, and as yet another means of cultural preservation. The Interpretive Center Department has its administrative office on Main Street in New Town, but its primary tourism location is on the west bank of Lake Sakakawea where an Earth Lodge Village has been constructed. The Village currently offers activities year round that showcase the cultural heritage of the three tribes. These activities include horse races, cultural demonstrations, hosting visiting cultural and dance groups including Polynesian groups and other tribal groups. A significant goal for the Tourism department is to use tourism as a means to preserve and promote the cultures of the three tribes, not only for the visiting public, but for the enrolled members as well. Accordingly, activities are often geared toward the youth of the reservation, with the inclusion of tribal elders.

The MHA Interpretive Center Department is in the process of planning and developing an interpretive Visitors Center that will serve as a source of education, tribal history, and cultural preservation. While "tourism" is generally defined as a traveling for recreation and leisure, the MHA Interpretive Center Department has designed its current tourism programming to achieve much more. The goals of the Interpretive Center Department are to protect, preserve, and educate the world about the living culture, history, and environment of the sovereign MHA Nation. This includes developing quality educational, interpretative programming not only for the visiting public, but for our regional non-tribal neighbors, and local tribal members as well. We believe the activities of the MHA Interpretive Center provide an excellent opportunity to

engage and educate our visitors, neighbors, and tribal members about the rich cultural heritage of the Mandan, Hidatsa, and Arikara Tribes. The MHA Nation planned for the building of the Interpretive Center in 2001. The funding for the Building never materialized. This project was put on hold. The Tourism Department did build an Earth Lodge Village and has maintained this since 2001. It has been 15 years of maintaining the Earth lodge Village. Many repairs remain on the main earth lodge. The main lodge is not functional at this time, but by fall of 2016 we hope to have the lodge open. The Interpretive Center Department was funded in 2012 and plans have moved forward to a modified Building and Architectural and Engineering designs have been developed and we are in the process of breaking ground this year. Funding for the Interpretive Center is the on the building project queue and is only funded for FY 2016 at 2 million dollars. This will only provide for the initial dirt work of this project and footings. The Interpretive Center Project has been plagued by many outside interruptions in its ability for funding to proceed. Since 2001 the building of the center has been planned and then dropped due to funding. The MHA Nation is in a very good financial position to fund the building, but due to unforeseen circumstances the Interpretive Center never gets the work totally completed toward building from lack of funding. It would be to the benefit of the MHA Nation to procure a loan for the construction of the building.

Operational Plan

The MHA Interpretive program reaches out to dispersed visitors across diverse landscapes and serves visitors who are exploring many facets of our land and culture. Many of these efforts are accomplished in partnership with other agencies, and involve local communities. Interpretive programs uses wayside exhibits to help dispersed visitors better understand our culture while they explore the interpretive center. The MHA Interpretive Center will use living history programs to tell the story of the Great MHA Nation.

Interpretive Center Building will house 10 offices and a large display of museum quality and interactive kiosk of the culture of the great MHA Nation. The building will have a 250 seat event room and a state of the art kitchen for preparing traditional meals to the public at certain events. The Interpretive Center will have a class room for cultural educational classes such as traditional foods, beading, tanning hide etc.... The MHA Interpretive Center will house a Gift Shop that will sell merchandise with the MHA Logo. The brand for the Interpretive Center will be the Three Chief Logo of the MHA Nation. In addition to the new building, we are building an amphitheater with 350 outside seating. The goal of the Amphitheatre is to hold special events such as plays, musicals, sells tickets to special events along with a traditional meal served. We also plan on renting the event room to outside vendors for rent for meeting and other activities, along with a catered meal.

Most important strengths and core competencies of the Interpretive Center will be the Living culture of MHA. The Interpretive Center will be the catalyst for our Tribe to display our culture, provide a tourist attraction which will create jobs and make profit for self-sustainability. The

most important factor for success will be the management of the Interpretive Center. Following the business plan will make the company succeed.

The MHA Interpretive Center Department is in the process of planning and developing an interpretive Visitors Center that will serve as a source of education, tribal history, and cultural preservation. While "tourism" is generally defined as a traveling for recreation and leisure, the MHA Tourism department has designed its current tourism programming to achieve much more. The goals of the Interpretive Center Department are to protect, preserve, and educate the world about the living culture, history, and environment of the sovereign MHA Nation. This includes developing quality educational, interpretative programming not only for the visiting public, but for our regional non-tribal neighbors, and local tribal members as well. We believe the activities of the MHA Tourism department provide an excellent opportunity to engage and educate our visitors, neighbors, and tribal members about the rich cultural heritage of the Mandan, Hidatsa, and Arikara Tribes.

We anticipate planning for a variety of participant experiences. As mentioned previously, the Visitor Center will be used as a "hub" for various interpretive activities. These activities could include but are not limited to:

- Storytelling
- Tribal History, to also include more recent historical events, such as the relocation brought on by the Garrison Dam
- Cultural Demonstrations

- Traditional Gardening, using an actual garden site as a learning tool
- Cultural gatherings
- Discussions and demonstrations of tribal art
- Traditional horse races
 - Amphitheatre for Musical Performance and Storytelling plays of the MHA Nation.
 - Traditional Meals made and served to public

Another example, might be using the Center's planned cooking facility and dining area to serve traditional meals in conjunction with various panel discussion or cultural presentations. This would provide an opportunity for the public to not only learn about traditional subsistence but to experience it. We anticipate an activity like this could include, for example, a panel discussion or presentation on the importance of agriculture to our tribes, and the various social and spiritual themes associated with each. The people of the MHA Nation had often complex rituals and social protocols relevant to bison and corn, for example, and the harvesting of these resources also illustrates the roles of men and women in tribal society. We would like for all of our activities to be designed in such a way that the public has a chance to experience the event in a very real and personal way.

Project Evaluation

During the planning phase, we will implement early audience testing using our current activities. With this in mind, we will include individuals with a marketing background in our planning phase. FBCC has a marketing program and faculty that we can rely on. We also send our staff members for training in topics relevant to tourism, which includes marketing.

Site Summary and Key Attractions

The 40 acre site of MHA Earth Lodge Village site and future home of the Interpretive Center/Amphitheatre is located in a rural lakeside setting, roughly 6 miles from New Town, 1 mile from the Four Bears Casino and Lodge.

The tourism industry of the MHA Nation and Four Bears Casino will bring the site the highest revenue generation through overnight accommodations, including the hotel expansion and new camper cabins. The opportunities to expand that revenue are by continuing to upgrade the camping facilities to current day standards, continue to tap into the Four Bears Casino and Lodge tourist market and increase the day use visitors by offering additional recreation amenities.

Key Recommendations

1. Review comment cards on a weekly basis and provide individualized responses to both complaints and positive comments as necessary. Issues that arise should be addressed immediately and programs, services, or facilities that fall below that standard should be critically reviewed, enhanced, and results monitored.
2. Consider opportunities to employ concessionaires or private or public service providers on-site if they can be more cost effective or provide desirable services, programs, or amenities the Interpretive Center cannot.
3. Offer and expand special events to help draw more visitors to the site during more off seasons, months, or weekends.
4. Seek local partners to help support programs, and for cross marketing opportunities.

Inventory and Classification of Programs and Services

Programs and services are classified into one of three major categories:

- 1) Core or Essential Services
- 2) Important Services
- 3) Visitor Supported Services

Programs and services at the site are classified into these categories based in part on the mission and public mandates for both the site and the Department. For the programs and services in each of these categories, there are financial performance expectations that will define how services are funded and evaluated.

CATEGORY 1 – CORE SERVICES should be supported by tax funds. Largely supported by tax funds. Core programs, services and facilities are those the agency must provide and/or are essential in order to capably govern and meet requirements. The failure of the MHA Interpretive Center to provide Category 1 services at adequate levels could result in significant negative consequences for the public and the resources under protection. The criteria for programs or services to be classified as core or essential are: The services are mandated by the Corp of Engineer laws and are contractually obligated by agreement to provide the services. The services are essential to protecting and supporting the public's health and safety. The services protect and maintain valuable assets and infrastructure. The services would generally and reasonably be expected and supported by residents, businesses, customers and partners. The services are those that cannot or should not be provided by the private sector. The services provide a sound investment of public funds. The following programs and services offered have been identified as core services:

1. Active management of the natural and cultural resources of the site
2. Open and public access to the site and its resources
3. Maintenance of grounds, facilities, and infrastructure
4. Public safety
5. Trails and wildlife viewing areas

CATEGORY 2 – IMPORTANT SERVICES Supported by a balance of tax funds and earned revenues. Important programs, services and facilities are those the agency should provide, and are important to governing and effectively serving residents, businesses, customers and partners. Providing Category 2 services expands or enhances the agency’s ability to provide and sustain its core services. The criteria for programs or services to be classified as important are:

1. The services expand, enhance or support identified core services.
2. The services are broadly supported and utilized by the community, and are considered an appropriate, important, and valuable public good. Public support may be conditional upon the manner by which the services are paid for or funded.
3. The services generate income or revenue that offsets some or all of the operating cost and/or are deemed to provide economic, social or environmental outcomes or results.

The following programs and services offered at the MHA Interpretive Center will be identified as important services:

1. Site appropriate education, Theatrical interpretation, and recreation opportunities
2. Picnicking

3. Public educational programs
4. School group programming

CATEGORY 3 – VISITOR SUPPORTED SERVICES almost exclusively supported by earned revenue. Visitor supported programs, services and facilities are those discretionary services that the agency may provide when additional funding or revenue exists to offset the cost of providing those services. Category 3 services provide added value above and beyond what is required or expected. The criteria for programs or services to be classified as visitor supported are:

1. The services expand, enhance or support core services or important services and the quality of life of the visitors, community or stakeholders.
2. The services are supported, valued and well utilized and provide an appropriate and valuable public benefit.
3. The services generate income or funding from sponsorships, grants, user fees or other sources that offset some or all of their cost and/or provides a meaningful return on investment.
4. The services can possibly be provided through outsourcing or use of concessionaires, providing opportunities for community enterprises that may not otherwise be provided by the agency.

The following programs and services offered at MHA Interpretive Center will be identified as visitor supported services:

- A. Retail
- B. Special events
- C. Group programs
- D. Group Tours

E. Rental of Amphitheatre and Conference Room

F. Traditional meal sales

Marketing Plan

1. Objective:

Celebrate the Official Opening of the MHA Interpretative Center, with completed diorama, and the Picnic Pavilion with an event that includes a Re-enactment, Band Concert, and Ribbon Cutting at Spring/Summer of 2018.

2. Identify Key organizations and people: MHA Nation Tourism, North Dakota Tourism, Four Bears Casino, other marketing entities as identified.

3. The Plan:

Develop a marketing plan for the attendees of the official ceremony and event for the grand opening of the museum and pavilion at MHA Interpretive Center.

The target groups for marketing, based on research and interest, will be the National Tourism entities such as AIANTA, State Tourism, and national Historical groups, etc.

4. Implementation:

We will be working with our partners and special committees that we developed to implement our plan, culminating at the official event. The event will include early tours of the Interpretive Center (before the official program), followed by the official program, highlighting the MHA Nation officials, with appropriate acknowledgements and honors, followed by the engineering re-enactment, the drum singers, the ribbon cutting for the Interpretive Center and the unveiling of the Interpretive Center displays, gift shop, offices, Event room, Kitchen, Amphitheatre.

Local vendors will sell local arts and crafts; and may donate a small fee to be a part of the celebration. They will be located in the Pavilion outside the Interpretive Center.

5. Evaluation:

Interpretive Center Management will evaluate our success by the following:

1. Website hits collection to determine interest and access. This will be tracked on the computer.
2. Data Collection: A docent will be at the gate with an automatic counter to enable us to get attendance information at the entry point.
3. Data Collection: A sign-in sheet for email addresses and contact information for demographic data which will be calculated for further use. The sign-in will be located at the museum and managed by a docent.

The information garnered from these sources will be evaluated by Interpretive Management Team. It can provide valuable statistics and target areas for further events and for memberships. We can use the data to determine what we can do better in the future and to share with other non-profits.

MHA Interpretive Center Financial History and Plan

The development of Financial Planning and goals is a key step in effective strategic planning. Goals can be defined as a written target of where the organization wants to be within a specific time frame. But goals must be built on a secure foundation in order to be meaningful and to help the Interpretive Center achieve its mission. Income earned from the Interpretive Center gift shop, event room rental and Amphitheatre rental will be used to fund the operation of the Interpretive Center. Funds raised in any fiscal year will be saved for utilization in the next fiscal year planning. Enclosed is the yearly budget, sales forecast, breakeven statement, income statement, and payroll statements.

Donations are the life-blood of the MHA Interpretive Center; general donations provide operating support for the Center, to be used in the area of greatest need. Contributions of any amount are appreciated.

Endowment

To ensure sustainability, we will develop an endowment trust fund, with only interest and earnings used to support the MHA Interpretive Center. Fund raising events will be held throughout each year to support the Endowment Fund. The goal of the Endowment fund is to raise 20 million, the Interpretive Center will live off the interest of the endowment fund. This will ensure the Interpretive Center sustainability for the future.

Membership

With an annual gift of \$50 or more, you will become a member of our organization. Interpretive membership benefits include free admission to the Interpretive Center and Store discounts, subscription to our quarterly newsletter, and invitations to member-only events throughout the year.

Memorial Gift

Memorial gifts are a wonderful way to pay tribute to a loved one or friend who has died, or to honor someone on a special occasion, such as an anniversary or birthday. All memorials and honor gifts are published in our quarterly newsletter and printed in the Memorial Book at the Interpretive Center.

MHA Nation Interpretive Center Staffing Plan

Department	No. of Jobs	No. Mo's	Hours working	Wage	Total
Interpretive Center					
Interpretive Center Administrator	1	12	2080	\$ 35.00	\$ 72,800.00
Programing Coordinator	1	12	2080	\$ 25.00	\$ 52,000.00
Administrative Assistant	1	12	2080	\$ 20.00	\$ 41,600.00
Marketing Manager	1	12	2080	\$ 28.00	\$ 58,240.00
Gift Shop Manager	1	12	2080	\$ 18.00	\$ 37,440.00
Gift Shop Sales Full time	1	12	2080	\$ 15.00	\$ 31,200.00
Facilities Manager	1	12	2080	\$ 20.00	\$ 41,600.00
Maintenance /GroundsKeeper	1	12	2080	\$ 18.00	\$ 37,440.00
Security Manager	1	12	2080	\$ 18.00	\$ 37,440.00
	9				\$ 409,760.00
Indirect Cost	34%				\$ 140,301.82
Fringe benefits @ 23%					\$ 94,244.80
Total Salary and Fringe					\$ 644,306.62
Electricity					\$ 36,000.00
Telephone					\$ 6,000.00
Gift Shop Inventory					\$ 40,000.00
Office Supplies					\$ 15,000.00
Copy Machine					\$ 15,000.00
Cell phones					\$ 15,000.00
Maintenance Supplies					\$ 12,000.00
Marketing					\$ 300,000.00
Events	14		9,000.00 per event		\$ 112,000.00
Displays					\$ 15,000.00
Equipment					\$ 25,000.00
Travel					\$ 25,000.00
Mileage					\$ 20,000.00
					\$ 636,000.00
					\$ 1,280,306.62

MHA Interpretive Center Director Job Description

Position: Interpretive Center Director

Status: Full-Time Permanent

Department: Interpretive Center

Administrator: Cheryl Bruce, Programs Analyst

Position Summary:

1. The Interpretive Center Coordinator has the prime responsibility for the development of the New Interpretive Center.
2. Works with Consultants employed by the Three Affiliated Tribes to assist with Project objectives.
3. Coordinates with Tribal Tourism Staff for the development of the needs for the proposed project and ongoing operation of the Interpretive Center.
4. Development of strategies for the Interpretive Center and works closely with Tourism Marketing for activities associated with the Interpretive Center.
5. Works closely with Tribal staff and Tribal Elders in developing a project that is in conformity with Tribal Policy and Customs.
6. Works closely with Community and Tribal Activities to promote the cultural and interpretive aspects of the MHA Nation.
7. Develops a Business Plan for the proposed Interpretive Center and Amphitheatre.
8. Manages the MHA Interpretive Center and Amphitheatre.

Supervisory Requirements: possible as program develops

Knowledge, Skills, and Abilities:

Strong communication skills and knowledgeable in Tribal Culture.

Excellent verbal and written skills

Leadership skills

Abilities

Ability to work well with the community.

Must have familiarity and experience working with Mandan, Hidatsa, and Arikara

Minimum Qualifications and Education:

Must have a Bachelors Degree in Business or Masters Degree in Business Management.

Must be knowledgeable of MHA Nation culture and history.

Must have 3 yrs of specialized work experience.

Valid Drivers License of the State of North Dakota

Must be knowledgeable in computer and marketing aspects of the computer.

Working Conditions and Physical Effort:

Must be adaptable to work outside and in the office setting.

Job requires travel to remote locations and tourism events in all types of weather

Sales Forecast Year 1

Sales Forecast Year 1

Prepared By: Company Name
 Daphne Baker MHR Interpretive Center

Complete This Chart First:

Product Lines	Units	Sales Price Per Unit	COGS %	Margin Per Unit
Event Room Rental Sales	4 rooms @100 each	\$ 400.00	\$ 7.00	\$ 393.00
Gift Shop Sales	people per month	\$ 25.00	\$ 11.00	\$ 14.00
Amphitheatre Event	Special Event	\$ 70.00	\$ 11.00	\$ 59.00
Amphitheatre Rental	rental usage	\$ 600.00	\$ 11.00	\$ 589.00
Meals Served	35.00 per plate	\$ 35.00	\$ 13.00	\$ 22.00
				\$ -

Product Lines	May	June	July	August	September	October	November	December	January	February	March	April	Annual Totals	Category Breakdown	Category Total
Event Room Rental Sales															
4 rooms @100 each Sold	16	16	16	16	16	17	17	18	18	18	18	18	204	100.0%	1.1%
Total Sales	6,400	6,400	6,400	6,400	6,400	6,800	6,800	7,200	7,200	7,200	7,200	7,200	\$ 81,600	100.0%	9.8%
Total COGS	112	112	112	112	112	119	119	126	126	126	126	126	\$ 1,438	1.8%	0.7%
Total Margin	6,288	6,288	6,288	6,288	6,288	6,681	6,681	7,074	7,074	7,074	7,074	7,074	\$ 80,162	98.2%	13.0%
Gift Shop Sales															
people per month Sold	400	600	600	700	600	600	600	600	500	600	500	500	6,000	100.0%	31.3%
Total Sales	10,000	15,000	15,000	17,500	15,000	15,000	15,000	15,000	12,500	15,000	12,500	12,500	\$ 170,000	100.0%	38.4%
Total COGS	4,400	6,600	6,600	7,700	6,600	6,600	6,600	6,600	5,500	6,600	5,500	5,500	\$ 74,800	44.0%	34.1%
Margin	5,600	8,400	8,400	9,800	8,400	8,400	8,400	8,400	7,000	8,400	7,000	7,000	\$ 95,200	56.0%	15.5%
Amphitheatre Event															
Special Event Sold	800	800	1,200	1,200	400	100	0	0	0	0	0	0	4,500	100.0%	34.0%
Total Sales	56,000	56,000	84,000	84,000	28,000	7,000	-	-	-	-	-	-	\$ 315,000	100.0%	37.7%
Total COGS	8,800	8,800	13,200	13,200	4,400	1,100	-	-	-	-	-	-	\$ 49,500	15.7%	22.5%
Margin	47,200	47,200	70,800	70,800	23,600	5,900	-	-	-	-	-	-	\$ 265,500	84.3%	43.2%
Amphitheatre Rental															
rental usage Sold	3	6	6	6	6	-	-	-	-	-	-	-	27	100.0%	1.9%
Total Sales	1,800	3,600	3,600	3,600	3,600	-	-	-	-	-	-	-	\$ 16,200	100.0%	1.9%
Total COGS	33	66	66	66	66	-	-	-	-	-	-	-	\$ 297	1.8%	0.1%
Margin	1,767	3,534	3,534	3,534	3,534	-	-	-	-	-	-	-	\$ 15,903	98.2%	2.8%
Meals Served															
35.00 per plate Sold	600	800	800	1,000	1,000	800	200	400	400	400	400	400	7,200	100.0%	38.4%
Total Sales	21,000	28,000	28,000	35,000	35,000	28,000	7,000	14,000	14,000	14,000	14,000	14,000	\$ 252,000	100.0%	30.2%
Total COGS	7,800	10,400	10,400	13,000	13,000	10,400	2,600	5,200	5,200	5,200	5,200	5,200	\$ 93,600	37.1%	42.6%
Margin	13,200	17,600	17,600	22,000	22,000	17,600	4,400	8,800	8,800	8,800	8,800	8,800	\$ 158,400	62.9%	25.7%
Product 4															
Units Sold	-	-	-	-	-	-	1	-	-	-	-	-	1	100.0%	0.0%
Total Sales	-	-	-	-	-	-	-	-	-	-	-	-	\$ -	0.0%	0.0%
Total COGS	-	-	-	-	-	-	-	-	-	-	-	-	\$ -	0.0%	0.0%
Margin	-	-	-	-	-	-	-	-	-	-	-	-	\$ -	0.0%	0.0%
Total Units Sold	1,819	2,222	2,822	2,922	2,822	1,517	818	1,818	918	1,818	918	918	18,732		
Total Sales \$	95,200	189,000	137,000	146,500	88,000	56,000	28,000	38,200	33,700	36,200	33,700	33,700	\$ 434,800		
Total Cost of Goods Sold \$	21,345	25,970	38,378	34,078	26,178	18,219	8,319	11,926	10,826	11,926	10,826	10,826	\$ 219,625		
Total Margin \$	74,055	163,032	100,622	112,422	63,822	38,581	19,681	26,274	22,874	24,274	22,874	22,874	\$ 215,175		

Sales Forecast Year 1-3

Sales Forecast Year 1-3

Prepared by:

Delphine Baker

Growth Rate Year 1 to Year 2:

Growth Rate Year 2 to Year 3:

This sheet will populate based on information in the year 1 Sales Forecast.

The included growth rate is just a starting point, if you can provide a more accurate prediction for each month, unlock the sheet (see Directions) and change the value for that month. Please note that you will no longer have a formula in that cell once you change the value, so you may want to save a copy of this spreadsheet under a different name before doing so.

Product Lines	Year 1 Totals	Year 2 Totals	Category Breakdown	Category / Total	Year 3 Totals	Category Breakdown	Category / Total
Event Room Rental Sales							
4 rooms @100 each Sold	204	224		0.0%	247		0.0%
Total Sales	\$ 81,600	\$ 89,760	100.0%	0.0%	\$ 98,736	100.0%	0.0%
Total COGS	\$ 1,428	\$ 1,571	1.8%	0.0%	\$ 1,728	1.8%	0.0%
Total Margin	\$ 80,172	\$ 88,189	98.3%	0.0%	\$ 97,008	98.3%	0.0%
Gift Shop Sales							
people per month Sold	6800	7,480		0.0%	8,228		0.0%
Total Sales	\$ 170,000	\$ 187,000	100.0%	0.0%	\$ 205,700	100.0%	0.0%
Total COGS	\$ 74,800	\$ 82,280	44.0%	0.0%	\$ 90,508	44.0%	0.0%
Margin	\$ 95,200	\$ 104,720	56.0%	0.0%	\$ 115,192	56.0%	0.0%
Amphitheatre Event							
Special Event Sold	4500	4,950		0.0%	5,445		0.0%
Total Sales	\$ 315,000	\$ 346,500	100.0%	0.0%	\$ 381,150	100.0%	0.0%
Total COGS	\$ 49,500	\$ 54,450	15.7%	0.0%	\$ 59,895	15.7%	0.0%
Margin	\$ 265,500	\$ 292,050	84.3%	0.0%	\$ 321,255	84.3%	0.0%
Amphitheatre Rental							
rental usage Sold	27	30		0.0%	33		0.0%
Total Sales	16200	\$ 17,820	100.0%	0.0%	\$ 19,602	100.0%	0.0%
Total COGS	\$ 297	\$ 327	1.8%	0.0%	\$ 359	1.8%	0.0%
Margin	\$ 15,903	\$ 17,493	98.2%	0.0%	\$ 19,243	98.2%	0.0%
Meals Served							
35.00 per plate Sold	7200	7,920		0.0%	8,712		0.0%
Total Sales	\$ 252,000	\$ 277,200	100.0%	0.0%	\$ 304,920	100.0%	0.0%
Total COGS	\$ 93,600	\$ 102,960	37.1%	0.0%	\$ 113,256	37.1%	0.0%
Margin	\$ 158,400	\$ 174,240	62.9%	0.0%	\$ 191,664	62.9%	0.0%
Product 6							
Sold	1	1		0.0%	1		0.0%
Total Sales	\$ -	\$ -	0.0%	0.0%	\$ -	0.0%	0.0%
Total COGS	\$ -	\$ -	0.0%	0.0%	\$ -	0.0%	0.0%
Margin	\$ -	\$ -	0.0%	0.0%	\$ -	0.0%	0.0%
Total Units Sold	18732	20,605			22,666		
Total Sales	\$ 834,800	\$ 918,280			\$ 1,010,108		
Total Cost of Goods Sold	\$ 219,625	\$ 241,588			\$ 265,746		
Total Margin	\$ 615,175	\$ 676,693			\$ 744,362		

Breakeven Analysis

Prepared By: Delphine Baker
Company Name: MHA Interpretive Center

Gross Margin % of Sales		
Gross Margin	\$	615,175
Total Sales	\$	834,800
Gross Margin/Total Sales		73.7%
Total Fixed Expenses		
Payroll	\$	677,982.71
Operating Expenses	\$	362,612.22
Operating + Payroll	\$	1,040,595
Breakeven Sales in Dollars (Annual)		
Gross Margin % of Sales		73.7%
Total Fixed Expenses	\$	1,040,595
Yearly Breakeven Amount	\$	1,412,100
Monthly Breakeven Amount	\$	117,675

Income Statement Year 1

Prepared By:
Delphine Bator

Company Name:
MHA Interpretive Center

	May	June	July	August	September	October	November	December	January	February	March	April	Annual Totals
Revenue	6,400	6,400	6,400	6,400	6,400	6,400	6,800	7,200	7,200	7,200	7,200	7,200	81,600
Events Room Rental Sales	10,000	15,000	17,500	15,000	15,000	15,000	15,000	15,000	12,500	12,500	12,500	12,500	170,000
Gift Shop Sales	56,000	81,000	81,000	81,000	81,000	81,000	81,000	81,000	81,000	81,000	81,000	81,000	315,000
Amphitheatre Event	1,800	3,600	3,600	3,600	3,600	3,600	7,000	14,000	14,000	14,000	14,000	14,000	162,000
Amphitheatre Rental	21,000	28,000	28,000	28,000	28,000	28,000	28,000	28,000	28,000	28,000	28,000	28,000	252,000
Meals Served	-	-	-	-	-	-	-	-	-	-	-	-	-
Product 1	95,200	119,000	137,000	146,500	88,000	56,800	18,800	36,200	33,700	36,200	33,700	33,700	824,800
Total Revenue	112	112	112	112	112	112	119	126	126	126	126	126	1,428
Cost of Goods Sold	4,400	6,000	6,400	6,400	6,400	6,400	6,600	6,600	5,500	5,500	5,500	5,500	74,800
Events Room Rental Sales	8,800	9,800	13,200	13,200	4,000	1,100	-	-	-	-	-	-	48,500
Gift Shop Sales	33	66	66	66	66	66	7,000	14,000	14,000	14,000	14,000	14,000	297
Amphitheatre Event	7,800	15,400	15,400	15,400	15,400	15,400	15,400	15,400	15,400	15,400	15,400	15,400	92,600
Amphitheatre Rental	21,145	31,978	30,378	34,078	24,178	18,219	9,319	11,926	10,826	11,926	10,826	10,826	219,625
Meals Served	74,955	81,022	106,622	112,422	69,222	38,581	19,481	24,274	22,874	24,274	22,874	22,874	615,175
Total Cost of Goods Sold	56,499	56,499	56,499	56,499	56,499	56,499	56,499	56,499	56,499	56,499	56,499	56,499	677,983
Gross Margin	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	246,000
Operating Expenses	200	300	300	300	300	300	300	300	300	300	300	300	2,400
Advertising	500	500	500	500	500	500	500	500	500	500	500	500	6,000
Car and Truck Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-
Telephone	-	-	-	-	-	-	-	-	-	-	-	-	-
Contract Labor (Not included in payroll)	-	-	-	-	-	-	-	-	-	-	-	-	-
Insurance (other than health)	-	-	-	-	-	-	-	-	-	-	-	-	-
Events	-	-	-	-	-	-	-	-	-	-	-	-	-
Licenses	-	-	-	-	-	-	-	-	-	-	-	-	-
Office Expense	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	50,004
Rent or Lease - Vehicles, Machinery, Equipment	-	-	-	-	-	-	-	-	-	-	-	-	-
Rent or Lease - Other Business Property	-	-	-	-	-	-	-	-	-	-	-	-	-
Repairs and Maintenance	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	36,000
Supplies	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	24,996
Travel, Meals and Entertainment	-	-	-	-	-	-	-	-	-	-	-	-	-
Lodging	-	-	-	-	-	-	-	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Expense 1	29,950	29,950	29,950	29,950	29,950	29,950	29,950	29,950	29,950	29,950	29,950	29,950	359,400
Other Expense 2	(12,316)	(12,316)	(12,316)	(12,316)	(12,316)	(12,316)	(12,316)	(12,316)	(12,316)	(12,316)	(12,316)	(12,316)	(147,208)
Total Operating Expenses	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	240,000
Income (Before Other Expenses)	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-
Amortized Start-up Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-
Depreciation	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest	-	-	-	-	-	-	-	-	-	-	-	-	-
Commercial Loan	-	-	-	-	-	-	-	-	-	-	-	-	-
Commercial Mortgage	-	-	-	-	-	-	-	-	-	-	-	-	-
Credit Card Debt	-	-	-	-	-	-	-	-	-	-	-	-	-
Vehicles Loans	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Bank Debt	-	-	-	-	-	-	-	-	-	-	-	-	-
Line of Credit	-	-	-	-	-	-	-	-	-	-	-	-	-
Bad Debt Expense	31	31	31	31	31	31	31	31	31	31	31	31	312
Total Other Expenses	(12,316)	(12,316)	(12,316)	(12,316)	(12,316)	(12,316)	(12,316)	(12,316)	(12,316)	(12,316)	(12,316)	(12,316)	(147,208)
Net Income Before Income Tax	0	0	0	0	0	0	0	0	0	0	0	0	0
Income Tax	(12,316)	(12,316)	(12,316)	(12,316)	(12,316)	(12,316)	(12,316)	(12,316)	(12,316)	(12,316)	(12,316)	(12,316)	(147,208)
Net Profit/Loss	0	0	0	0	0	0	0	0	0	0	0	0	0

Income Statement Years 1-3

Prepared By: Debra Lee Rabier
 Company Name: MHA Interpretive Center

	2017	2018	2019
Event Income Normal Sales	81,600	89,760	90,738
Gift Shop Sales	170,000	187,000	200,700
Amphitheatre Events	315,000	346,500	381,150
Amphitheatre Rental	16,500	17,820	19,602
Amphitheatre Rental	257,000	277,200	306,520
Health Screen	-	-	-
Product 6	834,800	918,380	1,015,108
Product 6	100%	100%	100%
Total Revenue	\$	\$	\$
Event Room Rental Sales	1,438	1,571	1,728
Gift Shop Sales	74,800	82,380	90,568
Amphitheatre Event	49,500	54,650	59,875
Amphitheatre Rental	297	327	359
Health Screen	93,600	102,960	113,256
Product 6	219,633	241,588	265,746
Product 6	26%	26%	26%
Total Cost of Goods Sold	615,175	676,693	743,362
Gross Margin	677,583	785,447	978,894
Payroll	240,800	247,200	255,616
Advertising	2,408	2,472	2,546
Car and Truck Expenses	6,006	6,300	6,615
Telephone	-	-	-
Contract Labour (Not Included in payroll)	-	-	-
Insurance (other than health)	-	-	-
Events	-	-	-
Licenses	-	-	-
Office Expense	50,004	51,504	53,644
Rent or Lease - Vehicles, Machinery, Equipment	-	-	-
Rent or Lease - Other Business Property	-	-	-
Repairs and Maintenance	36,000	37,080	38,192
Supplies	24,998	25,746	26,511
Travel Meals and Entertainment	-	-	-
Utilities	-	-	-
Miscellaneous	-	-	-
Other Expense 1	-	-	-
Other Expense 1	389,400	370,302	341,331
Other Expense 1	43%	40%	38%
Total Operating Expenses	\$	\$	\$
Income (Before Other Expense)	\$	\$	\$
Other Expenses	-	-	-
Amortized Start-up Expenses	-	-	-
Depreciation	-	-	-
Interest	-	-	-
Commercial	-	-	-
Commercial Mortgage	-	-	-
Credit Card/Debt	-	-	-
Vehicle Loss	-	-	-
Other Bank Debt	-	-	-
Line of Credit	3,212	17,682	34,586
Bad Debt Expense	-	-	-
Bad Debt Expense	3,212	17,682	34,586
Bad Debt Expense	0%	2%	3%
Total Other Expenses	\$	\$	\$
Net Income Before Income Tax	\$	\$	\$
Income Tax	0	-	-
Income Tax	-55%	-55%	-44%
Net Income/Loss	\$	\$	\$

Cash Flow Forecast Year I

Company Name:
MHA Interpretive Center

Prepared By:
Delphine Baker

	May	June	July	August	September	October	November	December	January	February	March	April	Totals
Beginning Balance	\$ -	\$ -	\$ -	\$ 19,277	\$ 45,211	\$ 22,545	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cash Inflows													
Cash Sales	95,200	109,000	137,000	146,500	88,000	56,800	28,800	36,200	33,700	36,200	33,700	33,700	834,800
Accounts Receivable	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Cash Inflows	\$ 95,200	\$ 109,000	\$ 137,000	\$ 146,500	\$ 88,000	\$ 56,800	\$ 28,800	\$ 36,200	\$ 33,700	\$ 36,200	\$ 33,700	\$ 33,700	\$ 834,800
Cash Outflows													
Investing Activities													
New Fixed Asset Purchases	-	-	-	-	-	-	-	-	-	-	-	-	-
Additonal Inventory	21,145	25,978	30,378	34,078	24,178	18,219	9,319	11,926	10,826	11,926	10,826	10,826	219,625
Cost of Goods Sold	-	-	-	-	-	-	-	-	-	-	-	-	-
Operating Activities													
Operating Expenses	29,950	29,950	29,950	29,950	29,950	29,950	29,950	29,950	29,950	29,950	29,950	29,950	359,400
Payroll	56,499	56,499	56,499	56,499	56,499	56,499	56,499	56,499	56,499	56,499	56,499	56,499	677,983
Taxes	-	-	857	-	-	(857)	-	-	-	-	-	-	0
Financing Activities													
Loan Payments	-	-	-	-	-	-	-	-	-	-	-	-	-
Owners Distribution	-	-	-	-	-	-	-	-	-	-	-	-	-
Line of Credit Interest	31	40	40	40	40	40	101	269	425	585	742	902	3,212
Line of Credit Repayments	-	-	-	-	-	-	-	-	-	-	-	-	-
Dividends Paid	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Cash Outflows	\$ 107,594	\$ 112,458	\$ 117,723	\$ 120,566	\$ 110,666	\$ 103,851	\$ 95,868	\$ 98,643	\$ 97,699	\$ 98,959	\$ 98,016	\$ 98,177	\$ 1,260,220
Net Cash Flows	\$ (12,394)	\$ (3,458)	\$ (3,458)	\$ 25,934	\$ (22,666)	\$ (47,051)	\$ (67,068)	\$ (62,443)	\$ (63,999)	\$ (62,759)	\$ (64,316)	\$ (64,477)	\$ (425,420)
Operating Cash Balance	\$ (12,394)	\$ (3,458)	\$ (3,458)	\$ 45,211	\$ 22,545	\$ (24,506)	\$ (67,068)	\$ (62,443)	\$ (63,999)	\$ (62,759)	\$ (64,316)	\$ (64,477)	\$ 425,420
Line of Credit Drawdown	\$ 12,394	\$ 3,458	\$ -	\$ -	\$ -	\$ 24,506	\$ 67,068	\$ 62,443	\$ 63,999	\$ 62,759	\$ 64,316	\$ 64,477	\$ -
Ending Cash Balance	\$ -	\$ -	\$ 19,277	\$ 45,211	\$ 22,545	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Line of Credit Balance	\$ 12,394	\$ 15,851	\$ 15,851	\$ 15,851	\$ 15,851	\$ 40,357	\$ 107,425	\$ 169,868	\$ 233,868	\$ 296,627	\$ 360,943	\$ 425,420	\$ -

Cash Flow Forecast Years 1-3

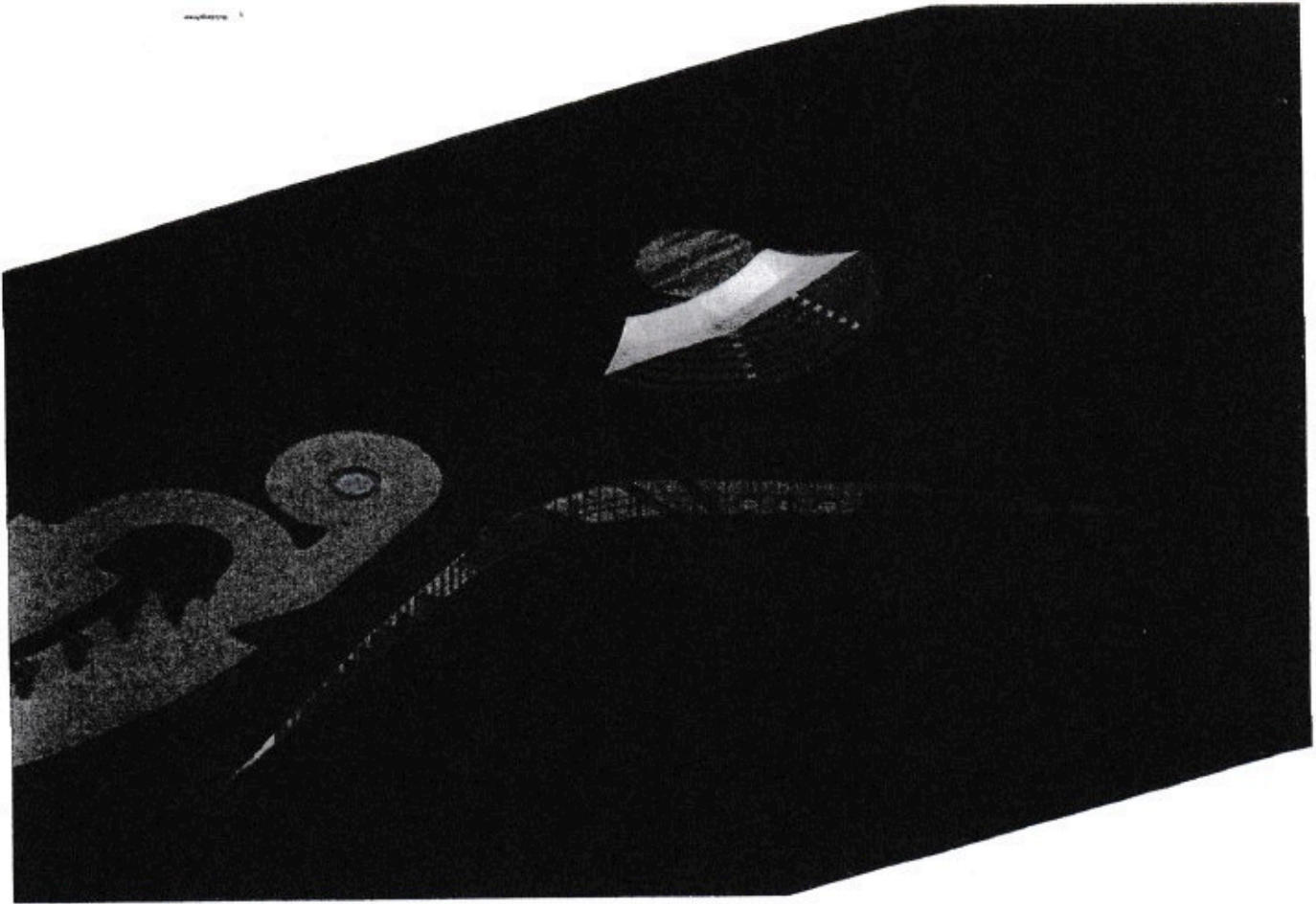
Prepared By:
Delphine Baker

	Year 1 Totals	Year 2 Totals	Year 3 Totals
Beginning Balance			
Cash Inflows			303,032
Cash Sales	\$ 834,800	\$ 275,484	\$ 303,032
Accounts Receivable	\$ -	\$ 639,089	\$ 702,998
Total Cash Inflows	\$ 834,800	\$ 914,573	\$ 1,006,030
Cash Outflows			
Investing Activities			
New Fixed Assets	\$ -	\$ -	\$ -
Additional Investments	\$ -	\$ -	\$ -
Cost of Sales	\$ 219,625	\$ 240,505	\$ 264,555
Operating Activities			
Operating Income	\$ 359,400	\$ 370,302	\$ 381,537
Payroll	\$ 677,983	\$ 789,447	\$ 978,894
Taxes	\$ 0	\$ -	\$ -
Financing Activities			
Loan Payments	\$ -	\$ -	\$ -
Owners Dividends	\$ -	\$ -	\$ -
Line of Credit	\$ 3,212	\$ 17,682	\$ 34,586
Line of Credit	\$ -	\$ -	\$ -
Dividends	\$ -	\$ -	\$ -
Total Cash Outflow	\$ 1,260,220	\$ 1,417,936	\$ 1,659,572
Net Cash Flows	\$ (425,420)	\$ (503,363)	\$ (653,542)
Operating Cash Balance			
Line of Credit Drawn	\$ 425,420	\$ 503,363	\$ 653,542
Ending Cash Balance			
Line of Credit Balance			

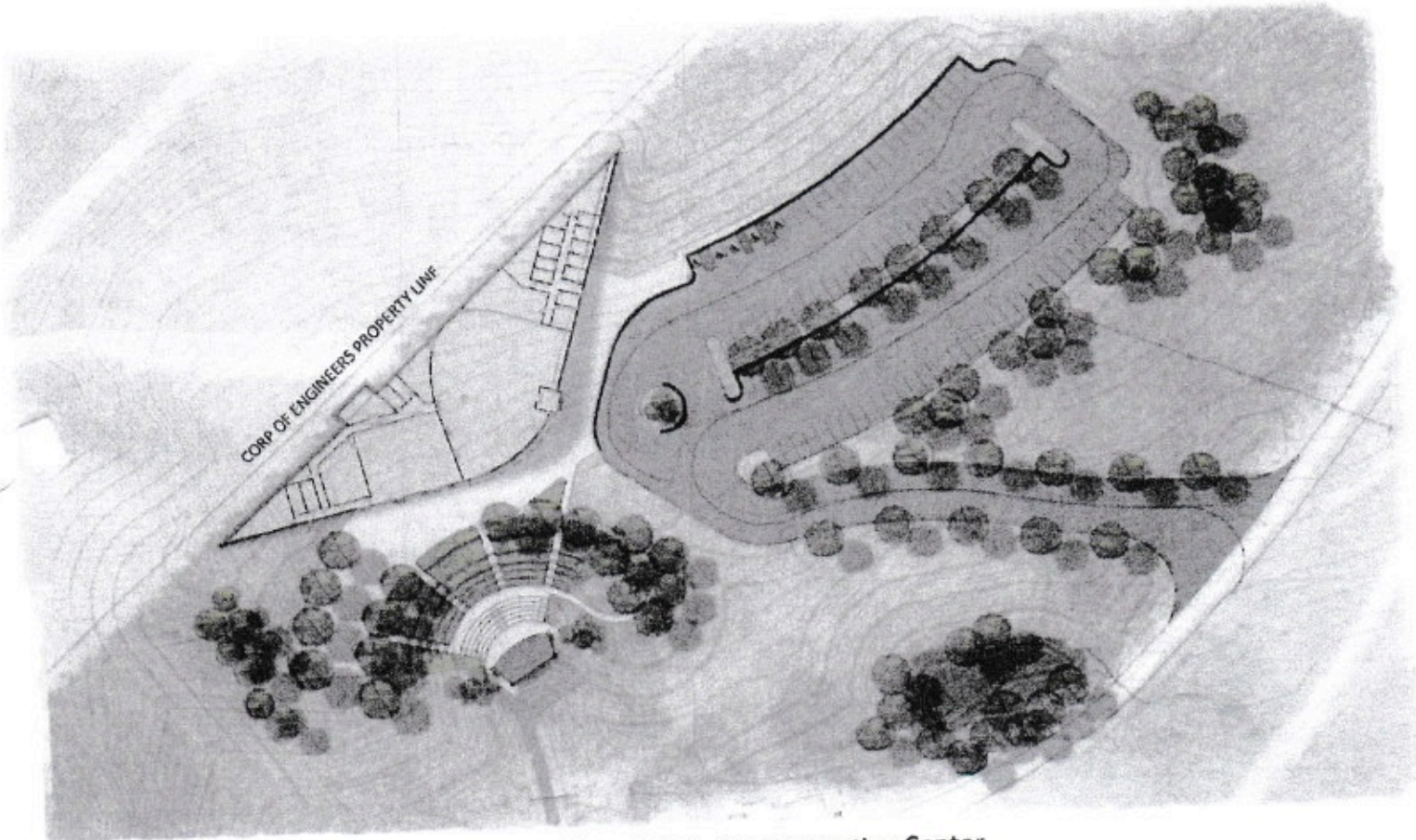


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MHA Interpretive Center



DJR



Three Affiliated Tribes of North Dakota Interpretive Center

Concept Plan March 2016