



RIDE OF THE BROTHERHOOD

THE RETURN

Camp NORA

EXECUTIVE SUMMARY AND ASSUMPTIONS MADE FOR THE 2018 BUDGET AND 2019/STABILIZED PROJECTIONS

EXECUTIVE SUMMARY (note the Budget and Projections address the operations of Camp NORA. The Ride of the Brotherhood is running two projects, Camp NORA and the Return. All funding reflected here and expenditures are dedicated to and restricted to Camp NORA only)

Calendar 2018 marks our first year of operating Camp NORA. In May of 2018 we cleared our final Parish permitting enabling us to begin the resident intake process.

You will note that we will be stabilizing our number of Veterans in residency to no more than eight (8) until we either successfully procure the VA's Per Diem Grant or until we find alternate funding that can support our staffing Camp NORA with a paid director and program staffing.

Also note that the first three column of numbers reflect a stabilized operation defined as successfully procuring the aforementioned VA Per Diem Grant resulting in fully staffing Camp NORA enabling us to bring our occupancy up to an average of 20 Veterans at a time. You will see that in 2018 and 2019 our Sustaining Donations grow to what we expect to be \$8,000 per month. Once we are stabilized we hope to continue receiving this level of Sustaining Sponsorship donations and if we do, then we will be able to significantly reduce our remaining purchase price. You can see in the projection that we would only need just over \$15,000 of these Sustaining Sponsorship donations to fully fund our operations so that if we continued to receive \$8,000 per month we would have over \$80,000 of excess annual funding that would help us further reduce our outstanding balance which is explained further in the second bullet below. And, additionally, should we continue to receive Foundation Sponsorship donations over and above the \$200,000 required for the down payment, those funds will further reduce the our outstanding balance as well.

ASSUMPTIONS

When reviewing the Camp NORA 2018 Budget and Projections it is important to take into consideration the following assumptions;

- We are in the process of acquiring our facility. Our Lease with an Option to Purchase contract requires \$200,000 of down payments in installments of \$50,000 every 90 days starting with June 1, 2018 with the last \$50,000 paid on March 1st of 2019. We are paying \$3,200 a month starting June 1st one hundred percent (100%) of which, along with the \$200,000 reduces the amount we owe to complete our purchase. The contract runs for three years with the purchase price of \$635,000 being reduced to \$319,800 by its expiration on May 31, 2021. The Budget/Projection shows all these payments on the first line item in our Mission Category, Rent/Purchase. If there is a balance remaining to be paid at May 31, 2021 we will borrow those funds and secure a loan with the facility as collateral. It is likely that the loan will require personal guarantees and we will look for our board members to provide those guarantees if required.
- We are presently staffed with volunteers. Our Board Members and volunteers all work without pay to support the important programming of Camp NORA. Our Board will always serve without pay and we will not begin hiring paid staff, other than the House Manager, until we successfully procure the VA's Per Diem Grant, which we have assumed occurs the summer of 2019 with funding in the amount of \$1,400 per month per Veteran commencing in October of 2019. The House Manager will be provided room and board at no cost and is to be paid a small monthly stipend.
- Our costs are separated into two primary categories, Mission (which includes our cost of occupancy and programming including the salaries and benefits for our programming and counseling staff then Leadership/Administrative which includes overhead costs not directly attributable to programming, most notably the salaries and wages of the Director and House Manager.

Note that while the Director will be spending as much as 85% of his or her time involved with our programming we have characterized the Director's costs in the Leadership/Administrative category.

- Rather than employ and accountant we have engaged a CPA firm to perform our bookkeeping and accounting services. This is not only far more cost effective but will be essential for our future grant compliance and reporting.

Camp N.O.R.A.

Budgeted / Projected Cash Flows



2018

Projected number of residents

Personnel (contemplates funding of VA Per Diem Grant in the fall of 2019, should that grant not be awarded our staffing will continue with no compensation. Also note that none of our board members have not been nor will be compensated, the dollars budgeted/projected represent new hires for each position)

MISSION

Housing/Shelter/Food

	At Stabilization* 20	2019	Total 2018	January	February	March	April	May	June	July	August	Sept.	Oct.	Nov.	Dec.
Rent/Purchase	See the Assumptions	\$ 38,400	\$ 88,400	\$ 172,400	\$ -	\$ -	\$ -	\$ -	\$ 53,200	\$ 3,200	\$ 3,200	\$ 53,200	\$ 3,200	\$ 3,200	\$ 53,200
Property Taxes	Tax Exempt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	\$800 X 12	9,600	8,900	9,000	650	650	750	750	800	800	800	800	800	700	700
Other Space Costs	security system	3,000	3,000	2,000	-	-	-	250	250	250	250	250	250	250	250
Resident Meals	Average 20 Residents at \$10 per day, plus donated foods	73,000	22,800	14,100	-	-	-	600	1,200	1,500	1,800	1,800	2,400	2,400	2,400
Food Director	Volunteer	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Food Assistant	Volunteer	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Employee Benefits		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Insurance, Liab./Property/E&O		10,000	8,000	6,000	-	3,000	-	-	3,000	-	-	-	-	-	-
Vehicles	maintenance/gas	3,000	2,100	1,000	-	-	-	-	100	150	150	150	150	150	150
Insurance (Automobile)		6,000	3,500	1,750	-	-	-	-	250	250	250	250	250	250	250

Programming

Program Coordinator	FT; 100% program	40,000	-	-	-	-	-	-	-	-	-	-	-	-	-	
Life Coach/Counselor	FT; 100% program; 3 PT Volunteer Counselors	45,000	11,250	-	-	-	-	-	-	-	-	-	-	-	-	
Employee Benefits		26,000	5,750	-	-	-	-	-	-	-	-	-	-	-	-	
Professional Development /Trng		6,000	4,500	-	-	-	-	-	-	-	-	-	-	-	-	
Staff Travel		2,400	600	-	-	-	-	-	-	-	-	-	-	-	-	
Staff Training		2,400	600	-	-	-	-	-	-	-	-	-	-	-	-	
Safety Gear/tools for employment	tools, safety boots, safety gear	3,000	1,200	875	125	-	125	-	125	-	-	-	250	-	250	
Participant Training	construction, technology, pipe fitting, welding, etc	6,000	2,800	2,800	-	-	-	100	200	200	300	500	500	500	500	
In-take Process	background checks, medical, psych eval, follow up services yr 2	3,600	1,000	1,000	-	-	-	200	200	-	100	100	200	200	-	
Program Supplies	portfolios, brochures, etc	4,000	1,500	3,200	-	-	2,200	-	-	-	-	500	-	-	500	
Subscriptions & Registrations		2,000	1,050	400	-	-	-	50	50	50	50	50	50	50	50	
Contingency		3,600	1,950	1,200	100	100	100	100	100	100	100	100	100	100	100	
TOTAL MISSION		287,000	168,900	215,725	875	3,750	975	3,050	2,100	59,475	6,500	7,000	57,700	8,150	7,800	58,350

LEADERSHIP / ADMINISTRATIVE

Director	FT; 85% program/ 15% administrative	60,000	15,000	-	-	-	-	-	-	-	-	-	-	-	-	
House Manager	FT; 100% program (free housing and lodging)	12,000	12,000	-	-	-	-	-	-	-	-	-	-	-	-	
Administrative Assistant	Volunteer to the extent required	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Accountant/Bookkeeper	Utilizing Accounting service	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Employee Benefits		18,700	7,475	-	-	-	-	-	-	-	-	-	-	-	-	
Staff Travel		1,200	750	-	-	-	-	-	-	-	-	-	-	-	-	
Staff Training		1,200	300	-	-	-	-	-	-	-	-	-	-	-	-	
Promotional Meals	Community Outreach; business lunches, staff mtgs	2,400	1,500	-	-	-	-	-	-	-	-	-	-	-	-	
Telephone	office and cell phones, fax	1,800	1,800	1,650	-	150	150	150	150	150	150	150	150	150	150	
Internet/Wi-Fi		1,500	1,100	1,100	-	100	100	100	100	100	100	100	100	100	100	
Equipment Rental	copier lease	1,200	1,200	1,200	100	100	100	100	100	100	100	100	100	100	100	
Office Supplies	paper; printer cartridges; pens/pencils; jump drives; etc	1,800	1,450	1,200	100	100	100	100	100	100	100	100	100	100	100	
Equipment under \$500	office-type equipment	3,000	900	450	-	50	100	-	100	-	100	-	100	-	-	
Postage/Fed Ex		1,000	600	600	50	50	50	50	50	50	50	50	50	50	50	
Copying and Printing	ink jet cartridges; fed ex	2,000	750	600	50	50	50	50	50	50	50	50	50	50	50	
Accounting/Audit Fees	Monthly accounting services plus annual Audit/Review	14,000	7,110	6,480	540	540	540	540	540	540	540	540	540	540	540	
Contingency		2,400	1,200	1,200	100	100	100	100	100	100	100	100	100	100	100	
TOTAL LEADERSHIP / ADMINISTRATIVE		124,200	53,135	14,480	940	1,240	1,290	1,190	1,290	1,190	1,290	1,190	1,190	1,290	1,190	1,190
TOTAL COSTS		\$ 411,200	\$ 222,035	\$ 230,205	\$ 1,815	\$ 4,990	\$ 2,265	\$ 4,240	\$ 3,390	\$ 60,665	\$ 7,790	\$ 8,190	\$ 58,890	\$ 9,440	\$ 8,990	\$ 59,540

FUNDING

Cash Balance forward at 12/31/2017			\$ 9,209	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,890	\$ 3,590	\$ -	\$ 2,729	\$ -	
VA Per Diem Grant		\$ 336,000	\$ 50,400	-	-	-	-	-	-	-	-	-	-	-	-	
Grants from Private Foundations		25,000	-	-	-	-	-	-	-	-	-	-	-	-	-	
Foundation Sponsorships	All amounts over \$200k will further reduce the balance remaining on the purchase price	-	50,000	150,000	-	-	-	-	50,000	-	-	50,000	-	-	50,000	
Sustaining Sponsorships	When Sustaining Sponsorships exceed the funds required to operate those funds will further reduce the balance remaining on the purchase price	15,066	96,000	53,965	1,715	4,690	2,065	3,940	2,890	4,665	5,000	5,000	5,000	5,000	6,000	8,000
Events/Other		30,000	26,200	21,600	100	300	200	300	500	6,000	3,300	300	300	10,000	-	300
(To) From Cash Reserves		5,134	(565)	(4,569)	-	-	-	-	-	-	(510)	-	-	(5,560)	261	1,240
TOTAL FUNDING		\$ 411,200	\$ 222,035	\$ 230,205	\$ 1,815	\$ 4,990	\$ 2,265	\$ 4,240	\$ 3,390	\$ 60,665	\$ 7,790	\$ 8,190	\$ 58,890	\$ 9,440	\$ 8,990	\$ 59,540

* Stabilization is at 20 Residents, requiring full staffing

Camp N.O.R.A.

Budgeted / Projected Cash Flows



2019

Projected number of residents

Personnel (contemplates funding of VA Per Diem Grant in the fall of 2019, should that grant not be awarded our staffing will continue with no compensation. Also note that none of our board members have not been nor will be compensated, the dollars budgeted/projected represent new hires for each position)

MISSION

	At Stabilization* 20	2019	Total 2018	January 8	February 8	March 8	April 8	May 8	June 8	July 8	August 8	Sept. 8	Oct. 10	Nov. 12	Dec. 14	
Housing/Shelter/Food																
Rent/Purchase	See the Assumptions	\$ 38,400	\$ 88,400	\$ 172,400	\$ 3,200	\$ 3,200	\$ 53,200	\$ 3,200	\$ 3,200	\$ 3,200	\$ 3,200	\$ 3,200	\$ 3,200	\$ 3,200	\$ 3,200	
Property Taxes	Tax Exempt	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Utilities	\$800 X 12	9,600	8,900	9,000	650	650	750	750	800	800	800	800	700	700	700	
Other Space Costs	security system	3,000	3,000	2,000	250	250	250	250	250	250	250	250	250	250	250	
Resident Meals	Average 20 Residents at \$10 per day, plus donated foods	73,000	22,800	14,100	-	-	-	2,400	2,400	2,400	2,400	2,400	3,000	3,600	4,200	
Food Director	Volunteer	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Food Assistant	Volunteer	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Employee Benefits		-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Insurance, Liab./Property/E&O		10,000	8,000	6,000	-	3,000	-	-	5,000	-	-	-	-	-	-	
Vehicles	maintenance/gas	3,000	2,100	1,000	150	150	150	150	150	150	150	150	250	250	250	
Insurance (Automobile)		6,000	3,500	1,750	250	250	250	250	250	250	250	250	250	500	500	
Programming																
Program Coordinator	FT; 100% program	40,000	-	-	-	-	-	-	-	-	-	-	-	-	-	
Life Coach/Counselor	FT; 100% program; 3 PT Volunteer Counselors	45,000	11,250	-	-	-	-	-	-	-	-	-	3,750	3,750	3,750	
Employee Benefits		26,000	5,750	-	-	-	-	-	-	-	-	-	1,750	1,750	2,250	
Professional Development /Trng		6,000	4,500	-	-	-	-	-	-	1,500	1,500	-	-	1,500	-	
Staff Travel		2,400	600	-	-	-	-	-	-	-	-	-	200	200	200	
Staff Training		2,400	600	-	-	-	-	-	-	-	-	-	400	200	-	
Safety Gear/tools for employment	tools, safety boots, safety gear	3,000	1,200	875	125	-	125	-	250	-	-	-	350	-	350	
Participant Training	construction, technology, pipe fitting, welding, etc	6,000	2,800	2,800	-	-	-	100	200	200	300	500	500	500	500	
In-take Process	background checks, medical, psych eval, follow up services yr 2	3,600	1,000	1,000	-	-	-	200	200	-	100	100	200	200	-	
Program Supplies	portfolios, brochures, etc	4,000	1,500	3,200	-	-	-	500	-	-	-	500	-	500	-	
Subscriptions & Registrations		2,000	1,050	400	50	50	50	50	100	-	100	150	150	150	150	
Contingency		3,600	1,950	1,200	150	150	150	150	150	150	150	150	200	200	200	
TOTAL MISSION		287,000	168,900	215,725	4,825	7,700	54,925	5,300	7,550	12,950	8,900	9,200	8,450	15,150	17,450	16,500

LEADERSHIP / ADMINISTRATIVE

Director	FT; 85% program/ 15% administrative	60,000	15,000	-	-	-	-	-	-	-	-	-	-	5,000	5,000	5,000
House Manager	FT; 100% program (free housing and lodging)	12,000	12,000	-	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	
Administrative Assistant	Volunteer to the extent required	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Accountant/Bookkeeper	Utilizing Accounting service	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Employee Benefits		18,700	7,475	-	250	250	250	250	250	250	250	250	1,575	1,575	2,075	
Staff Travel		1,200	750	-	50	50	50	50	50	50	50	50	100	100	100	
Staff Training		1,200	300	-	-	-	-	-	-	-	-	-	100	100	100	
Promotional Meals	Community Outreach; business lunches, staff mtgs	2,400	1,500	-	100	100	100	100	100	100	100	100	200	200	200	
Telephone	office and cell phones, fax	1,800	1,800	1,650	150	150	150	150	150	150	150	150	150	150	150	
Internet/Wi-Fi		1,500	1,100	1,100	-	100	100	100	100	100	100	100	100	100	100	
Equipment Rental	copier lease	1,200	1,200	1,200	100	100	100	100	100	100	100	100	100	100	100	
Office Supplies	paper; printer cartridges; pens/pencils; jump drives; etc	1,800	1,450	1,200	100	100	100	100	100	100	100	100	250	150	150	
Equipment under \$500	office-type equipment	3,000	900	450	100	-	100	-	100	-	100	-	250	100	150	
Postage/Fed Ex		1,000	600	600	50	50	50	50	50	50	50	50	50	50	50	
Copying and Printing	ink jet cartridges; fed ex	2,000	750	600	50	50	50	50	50	50	50	50	50	100	150	
Accounting/Audit Fees	Monthly accounting services plus annual Audit/Review	14,000	7,110	6,480	540	540	540	540	540	540	540	540	750	750	750	
Contingency		2,400	1,200	1,200	100	100	100	100	100	100	100	100	100	100	100	
TOTAL LEADERSHIP / ADMINISTRATIVE		124,200	53,135	14,480	2,590	2,590	2,690	2,590	2,690	2,590	2,690	2,590	9,775	9,575	10,175	
TOTAL COSTS		\$ 411,200	\$ 222,035	\$ 230,205	\$ 7,415	\$ 10,290	\$ 57,615	\$ 7,890	\$ 10,240	\$ 15,540	\$ 11,590	\$ 11,790	\$ 11,040	\$ 24,925	\$ 27,025	\$ 26,675

FUNDING

Cash Balance forward at 12/31/2017			\$ 9,209	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
VA Per Diem Grant		\$ 336,000	\$ 50,400	-	-	-	-	-	-	-	-	-	14,000	16,800	19,600	
Grants from Private Foundations		25,000	-	-	-	-	-	-	-	-	-	-	-	-	-	
Foundation Sponsorships	All amounts over \$200k will further reduce the balance remaining on the purchase price	-	50,000	150,000	-	-	50,000	-	-	-	-	-	-	-	-	
Sustaining Sponsorships	When Sustaining Sponsorships exceed the funds required to operate those funds will further reduce the balance remaining on the purchase price	15,066	96,000	53,965	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	
Events/Other		30,000	26,200	21,600	100	300	300	500	800	5,500	500	500	10,000	-	-	
(To) From Cash Reserves		5,134	(565)	(4,569)	(685)	1,990	(685)	(610)	1,740	(460)	(1,910)	3,290	2,540	(7,075)	2,225	
TOTAL FUNDING		\$ 411,200	\$ 222,035	\$ 230,205	\$ 7,415	\$ 10,290	\$ 57,615	\$ 7,890	\$ 10,240	\$ 15,540	\$ 11,590	\$ 11,790	\$ 11,040	\$ 24,925	\$ 27,025	\$ 26,675

* Stabilization is at 20 Residents, requiring full staffing