

House District 42
Senate District 20

THE TWENTY-SEVENTH LEGISLATURE
APPLICATION FOR GRANTS & SUBSIDIES
CHAPTER 42F, HAWAII REVISED STATUTES

Log No:

For Legislature's Use Only

Type of Grant or Subsidy Request:

GRANT REQUEST - OPERATING

GRANT REQUEST - CAPITAL

SUBSIDY REQUEST

"Grant" means an award of state funds by the legislature, by an appropriation to a specified recipient, to support the activities of the recipient and permit the community to benefit from those activities.

"Subsidy" means an award of state funds by the legislature, by an appropriation to a recipient specified in the appropriation, to reduce the costs incurred by the organization or individual in providing a service available to some or all members of the public.

"Recipient" means any organization or person receiving a grant or subsidy.

STATE DEPARTMENT OR AGENCY RELATED TO THIS REQUEST (LEAVE BLANK IF UNKNOWN):

STATE PROGRAM I.D. NO. (LEAVE BLANK IF UNKNOWN):

1. APPLICANT INFORMATION:

Legal Name of Requesting Organization or Individual:
Nisei Veterans Legacy Center

Db:

Street Address:

Mailing Address: 345 Queen Street
Suite 901
Honolulu, HI 96813

2. CONTACT PERSON FOR MATTERS INVOLVING THIS APPLICATION:

Name Wes Deguchi

Title President

Phone # (808) 722-4728

Fax # (808) 476-0368

e-mail wesley@ad2intl.com

3. TYPE OF BUSINESS ENTITY:

- NON PROFIT CORPORATION
 FOR PROFIT CORPORATION
 LIMITED LIABILITY COMPANY
 SOLE PROPRIETORSHIP/INDIVIDUAL

6. DESCRIPTIVE TITLE OF APPLICANT'S REQUEST:

Capital funds request for the design and construction of Nisei Veterans Legacy Center at West Oahu University.

4. FEDERAL TAX ID #: [REDACTED]

5. STATE TAX ID #: _____

7. AMOUNT OF STATE FUNDS REQUESTED:

FISCAL YEAR 2014: \$ 5,000,000

8. STATUS OF SERVICE DESCRIBED IN THIS REQUEST:

- NEW SERVICE (PRESENTLY DOES NOT EXIST)
 EXISTING SERVICE (PRESENTLY IN OPERATION)

SPECIFY THE AMOUNT BY SOURCES OF FUNDS AVAILABLE AT THE TIME OF THIS REQUEST:

STATE \$ _____

FEDERAL \$ _____

COUNTY \$ _____

PRIVATE/OTHER \$ _____

TYPE NAME & TITLE OF AUTHORIZED REPRESENTATIVE

Wes Deguchi - President

NAME & TITLE

1/31/2013

DATE SIGNED

Application for Grants and Subsidies

If any item is not applicable to the request, the applicant should enter "not applicable".

I. Background and Summary

This section shall clearly and concisely summarize and highlight the contents of the request in such a way as to provide the State Legislature with a broad understanding of the request. Include the following:

1. A brief description of the applicant's background;
2. The goals and objectives related to the request;
3. The public purpose and need to be served; SEE ATTACHED EXHIBIT A
4. Describe the target population to be served; and
5. Describe the geographic coverage.

II. Service Summary and Outcomes

The Service Summary shall include a detailed discussion of the applicant's approach to the request. The applicant shall clearly and concisely specify the results, outcomes, and measures of effectiveness from this request. The applicant shall:

1. Describe the scope of work, tasks and responsibilities;
2. Provide a projected annual timeline for accomplishing the results or outcomes of the service;
3. Describe its quality assurance and evaluation plans for the request. Specify how the applicant plans to monitor, evaluate, and improve their results; and
4. List the measure(s) of effectiveness that will be reported to the State agency through which grant funds are appropriated (the expending agency). The measure(s) will provide a standard and objective way for the State to assess the program's achievement or accomplishment. Please note that if the level of appropriation differs from the amount included in this application that the measure(s) of effectiveness will need to be updated and transmitted to the expending agency.

III. Financial SEE ATTACHED BUSINESS PLAN

Budget

1. The applicant shall submit a budget utilizing the enclosed budget forms as applicable, to detail the cost of the request.
2. The applicant shall provide its anticipated quarterly funding requests for the fiscal year 2014.

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total Grant

3. The applicant shall provide a listing of all other sources of funding that they are seeking for fiscal year 2014.
4. The applicant shall provide a listing of all state and federal tax credits it has been granted within the prior three years. Additionally, the applicant shall provide a listing of all state and federal tax credits they have applied for or anticipate applying for pertaining to any capital project, if applicable.

IV. Experience and Capability - SEE ATTACHED BUSINESS PLAN

A. Necessary Skills and Experience

The applicant shall demonstrate that it has the necessary skills, abilities, knowledge of, and experience relating to the request. State your experience and appropriateness for providing the service proposed in this application. The applicant shall also provide a listing of verifiable experience of related projects or contracts for the most recent three years that are pertinent to the request.

B. Facilities

The applicant shall provide a description of its facilities and demonstrate its adequacy in relation to the request. If facilities are not presently available, describe plans to secure facilities. The applicant shall also describe how the facilities meet ADA requirements, as applicable.

V. Personnel: Project Organization and Staffing – See Attached Business Plan

A. Proposed Staffing, Staff Qualifications, Supervision and Training

The applicant shall describe the proposed staffing pattern and proposed service capacity appropriate for the viability of the request. The applicant shall provide the qualifications and experience of personnel for the request and shall describe its ability to supervise, train and provide administrative direction relative to the request.

B. Organization Chart

The applicant shall illustrate the position of each staff and line of responsibility/supervision. If the request is part of a large, multi-purpose organization, include an organizational chart that illustrates the placement of this request.

VI. Other

A. Litigation

The applicant shall disclose any pending litigation to which they are a party, including the disclosure of any outstanding judgement. If applicable, please explain.

NONE

B. Licensure or Accreditation

The applicant shall specify any special qualifications, including but not limited to licensure or accreditation that applicant possesses relevant to this request.

BUDGET REQUEST BY SOURCE OF FUNDS

(Period: July 1, 2013 to June 30, 2014)

Applicant: _____

N/A

BUDGET CATEGORIES	Total State Funds Requested (a)	(b)	(c)	(d)
A. PERSONNEL COST				
1. Salaries				
2. Payroll Taxes & Assessments				
3. Fringe Benefits				
TOTAL PERSONNEL COST				
B. OTHER CURRENT EXPENSES				
1. Airfare, Inter-Island				
2. Insurance				
3. Lease/Rental of Equipment				
4. Lease/Rental of Space				
5. Staff Training				
6. Supplies				
7. Telecommunication				
8. Utilities				
9				
10				
11				
12				
13				
14				
15				
16				
17				
18				
19				
20				
TOTAL OTHER CURRENT EXPENSES				
C. EQUIPMENT PURCHASES				
D. MOTOR VEHICLE PURCHASES				
E. CAPITAL				
TOTAL (A+B+C+D+E)				
SOURCES OF FUNDING		Budget Prepared By:		
(a) Total State Funds Requested		Wes Dequehi 1-31-13		
(b)		Name: [REDACTED]		
(c)		Signature of Authorized Official: [REDACTED]		
(d)		Date: [REDACTED]		
TOTAL BUDGET		Resident		
		Name and Title (Please type or print)		

BUDGET JUSTIFICATION - EQUIPMENT AND MOTOR VEHICLES

N/A

Applicant: _____

Period: July 1, 2013 to June 30, 2014

DESCRIPTION EQUIPMENT	NO. OF ITEMS	COST PER ITEM	TOTAL COST	TOTAL BUDGETED
			\$ -	
			\$ -	
			\$ -	
			\$ -	
			\$ -	
TOTAL:				
JUSTIFICATION/COMMENTS:				

DESCRIPTION OF MOTOR VEHICLE	NO. OF VEHICLES	COST PER VEHICLE	TOTAL COST	TOTAL BUDGETED
			\$ -	
			\$ -	
			\$ -	
			\$ -	
			\$ -	
TOTAL:				
JUSTIFICATION/COMMENTS:				

**BUDGET JUSTIFICATION
CAPITAL PROJECT DETAILS**

Applicant: Nisei Legacy Center

Period: July 1, 2013 to June 30, 2014

FUNDING AMOUNT REQUESTED						
TOTAL PROJECT COST	ALL SOURCES OF FUNDS RECEIVED IN PRIOR YEARS		STATE FUNDS REQUESTED	OTHER SOURCES OF FUNDS REQUESTED	FUNDING REQUIRED IN SUCCEEDING YEARS	
	FY: 2011-2012	FY: 2012-2013	FY:2013-2014	FY:2013-2014	FY:2014-2015	FY:2015-2016
PLANS		\$27,000				
LAND ACQUISITION						
DESIGN				\$500,000		
CONSTRUCTION			\$5,000,000	\$3,500,000	none	
EQUIPMENT				\$1,000,000		
TOTAL:						
JUSTIFICATION/COMMENTS:						

**DECLARATION STATEMENT OF
APPLICANTS FOR GRANTS AND SUBSIDIES PURSUANT TO
CHAPTER 42F, HAWAII REVISIED STATUTES**

The undersigned authorized representative of the applicant certifies the following:

- 1) The applicant meets and will comply with all of the following standards for the award of grants and subsidies pursuant to Section 42F-103, Hawaii Revised Statutes:
 - a) Is licensed or accredited, in accordance with federal, state, or county statutes, rules, or ordinances, to conduct the activities or provide the services for which a grant or subsidy is awarded;
 - b) Complies with all applicable federal and state laws prohibiting discrimination against any person on the basis of race, color, national origin, religion, creed, sex, age, sexual orientation, or disability;
 - c) Agrees not to use state funds for entertainment or lobbying activities; and
 - d) Allows the state agency to which funds for the grant or subsidy were appropriated for expenditure, legislative committees and their staff, and the auditor full access to their records, reports, files, and other related documents and information for purposes of monitoring, measuring the effectiveness, and ensuring the proper expenditure of the grant or subsidy.

- 2) The applicant meets the following requirements pursuant to Section 42F-103, Hawaii Revised Statutes:
 - a) Is incorporated under the laws of the State; and
 - b) Has bylaws or policies that describe the manner in which the activities or services for which a grant or subsidy is awarded shall be conducted or provided.


- 3) If the applicant is a non-profit organization, it meets the following requirements pursuant to Section 42F-103, Hawaii Revised Statutes:
 - a) Is determined and designated to be a non-profit organization by the Internal Revenue Service; and
 - b) Has a governing board whose members have no material conflict of interest and serve without compensation.

Pursuant to Section 42F-103, Hawaii Revised Statutes, for grants or subsidies used for the acquisition of land, when the organization discontinues the activities or services on the land acquired for which the grant or subsidy was awarded and disposes of the land in fee simple or by lease, the organization shall negotiate with the expending agency for a lump sum or installment repayment to the State of the amount of the grant or subsidy used for the acquisition of the land.

Further, the undersigned authorized representative certifies that this statement is true and correct to the best of the applicant's knowledge.

Nisei Veterans Legacy Center

(Typed Name of Individual or Organization)


(Signature)

1/31/2013

(Date)

Wes Deguchi

(Typed Name)

President

(Title)

02/27/201220001

www.BusinessRegistrations.com
Nonrefundable Filing Fee \$25.00

FORM DNP-1
7/2010



02/27/201220001

STATE OF HAWAII
DEPARTMENT OF COMMERCE AND CONSUMER AFFAIRS
Business Registration Division
335 Merchant Street
Mailing Address: P.O. Box 40, Honolulu, Hawaii 96810
Phone No. (808) 586-2727

FILED 02/24/2012 08:55 AM
Business Registration Division
DEPT. OF COMMERCE AND
CONSUMER AFFAIRS
State of Hawaii

ARTICLES OF INCORPORATION
(Section 414D-32, Hawaii Revised Statutes)

PLEASE TYPE OR PRINT LEGIBLY IN BLACK INK

The undersigned, desiring to form a nonprofit corporation under the laws of the State of Hawaii, certify as follows:

I

The name of the corporation shall be:

Nisel Veterans Legacy Center, Inc.

II

The mailing address of the corporation's initial principal office is:

c/o Was Deguchi, 345 Queen Street, Suite 901, Honolulu, HI 96813

III

The corporation shall have and continuously maintain in the State of Hawaii a registered agent who shall have a business address in this State. The agent may be an individual who resides in this State, a domestic entity or a foreign entity authorized to transact business in this State.

- a. The name (and state or country of incorporation, formation or organization, if applicable) of the corporation's registered agent in the State of Hawaii is:

Was Deguchi

(Name of Registered Agent)

(State or Country)

- b. The street address of the place of business of the person in State of Hawaii to which service of process and other notice and documents being served on or sent to the entity represented by it may be delivered to is:

345 Queen Street, Suite 901, Honolulu, HI 96813

IV

The name and address of each incorporator is:

Name

Address

Wes Deguchi

345 Queen Street, Suite 901, Honolulu, HI 96813

V

Please check one:

- The corporation has members.
- The corporation has no members.

VI

The corporation is nonprofit in nature and shall not authorize or issue shares of stock. No dividends shall be paid and no part of the income or profit of the corporation shall be distributed to its members, directors, or officers, except for services actually rendered to the corporation, and except upon liquidation of its property in case of corporate dissolution.

The undersigned certifies under the penalties of Section 414D-12, Hawaii Revised Statutes, that the undersigned has read the above statements, that I/we are authorized to sign this Articles of Incorporation, and that the above statements are true and correct.

Signed this 29th day of FEBRUARY, 2012

Wes Deguchi



Name of Incorporator

(Type/Print Name of Incorporator)

Signature of Incorporator

(Signature of Incorporator)

SEE INSTRUCTIONS PAGE. The articles must be signed by at least one individual (incorporator).

Application for Grants and Subsidies

Nisei Veterans Legacy Center

Exhibit A

I. Background and Summary

1. The applicant is the Nisei Veterans Legacy Center which is a formalized grouping of the four major Nisei Veterans organizations from World War II. They are Americans of Japanese ancestry who served in the U.S. armed forces in World War II, the 100th Infantry Battalion, 442nd Regimental Combat Team, Military Intelligence Service and 1399th Engineer Construction Battalion.
2. The vision is to create a facility at the University of Hawaii's West Oahu Campus. Because education and research are major drivers behind the Nisei Legacy Center, partnering with an institution of higher learning is ideal. The veterans' organizations and the university will share in use of the facility and benefit from it. Faculty, students and the general public will be able to tap the center's resources.
3. The public purpose for the Nisei Veterans Legacy Center will be to insure that all current and future generations of Americans are aware of the extraordinary example of patriotism and sacrifice demonstrated by Americans of Japanese Ancestry (AJA) in the distinguished fighting units of the 100th Infantry Battalion, 442nd Regimental Combat Team, Military Intelligence Service and 1399th Engineer Construction Battalion during World War II despite overwhelming and aggressive social, economic and governmental acts of racial prejudice performed against them at the time, so that there shall forever be fair consideration of all Americans who desire to serve their country during wartimes or peacetimes, despite the diverse personal backgrounds of these Americans and that American nationality should not ever again be confused with the color of one's skin.
4. The vision of the Nisei Veterans Legacy Center is to locate at the University of Hawai'i-West O`ahu campus, a complex which would be dedicated to researching, preserving and interpreting the materials of these four military units to develop deeper understandings of their unique military histories which are themselves part of Hawaiian, American and global histories. The Nisei Veterans Legacy Center would collect, inventory and catalog, and organize the materials from which to interpret the story and the legacy of the Nisei soldiers of World War II who fought loyally, valiantly and sacrificially against fascist enemies on the European and Pacific battlefields while having concepts of "race," of "loyalty," of "citizenship," of "Americanism," -- against the backdrop of martial law, internment, and the fragility of civil liberties and civil rights; and to explore how those battlefield experiences and sacrifices may have contributed to political leadership, social movements, social transformations in both Hawai'i and the continental United States, and the continuing quest for peace and social justice. For example, it might help contextualize the emergence of the Matsunaga Peace Institute,

as well as the longstanding support the late Senator Inouye gave to Native Hawaiian Recognition and programs.

The Nisei Veterans Legacy Center would complement other academic and research units at UHWO, such as the Center for Labor Education and Research's Labor Archives, and the Henry Guini film collection. It would also house the proposed Center for Democratic Principles and Social Justice in which the on-going multi-disciplinary research on Honouliuli and the internment and prisoner of war (POW) camp experience in Hawai'i continues. As Honouliuli is designated a National Historic Site, it provides opportunities to further expand educational programs in historical and forensic archaeology, the sociology of ethnic diversity, museum studies, interpretative history and edu-tourism. It would further support the collaborative work with the National Park Service, the World War II Valor in the Pacific Monument, and various community partners. It would provide students opportunities to pursue the already approved Certificate Program in Democratic Principles and Social Justice, opportunities for Service Learning locally and in other locales throughout the Pacific.

The Nisei Veterans Legacy Center's educational programs would utilize the archives, student assistants, housed in appropriate office space, would staff the archives and coordinate volunteers. The Resource Center, located on the ground floor, would be multi-purposed to serve as a center for receiving and orienting visitors, a display area for selective artifacts, a permanent and revolving interpretive exhibits, and include a reading room for visiting researchers.

II. Service Summary and Outcomes

The Nisei Legacy Center (NLC) will be a two story facility of approximately 18,000 square feet. The primary spaces located on the ground level are a Resource Library and a Multi-function Room. A central Courtyard separates the two areas. The second floor is dedicated to storage and display of historical documents of the four WWII AJA organizations. A state of the art archive facility will properly record and house the documents. In addition, there will be an exhibition area to display wartime memorabilia.

The entire building will be used to promote the story of the Nisei. There will be wall murals, display areas, artwork and banners throughout the facility, creating a visual learning environment. Just by visiting the Center, you will learn about the Legacy. Special recognition of donors and members will be incorporated into the Courtyard. The NLC will be used for a variety of functions and is expected to be open during the day and evenings, weekdays and weekends.

The 5,000 square feet Multi-function Room will be used for a wide range of activities. Folding walls provide flexibility in creating meeting rooms, classrooms, lunch and dinner functions, receptions and gatherings. A large commercial kitchen will enable the Multi-function Room to hold lunch and dinner functions of up to 250 people.

The UHWO will be able to use the Multi-function Room as classrooms as part of their regular curriculum. The Multi-function Room will be designed to hold up to four separate classrooms, each with a capacity of accommodating 45 students. In addition, larger group events and university related, community functions can also be held within the Multi-function Room. Students and faculty will be able to conduct classes at the NLC. They will also be able to utilize the Resource Library for research related to the AJA's contribution during WWII and their role in shaping Hawaii's history after the war.

The Multi-function Room will also be available for community functions in the evenings and on weekends. It is anticipated that as the population grows in West Oahu, there will be a need for places to hold wedding receptions, parties, and other social activities.

The history of the Nisei, a collection of photographs, letters, documents, publications, artifacts, audio-visual material, and wartime memorabilia would be permanently housed here. As part of the Resource Library, these documents will be available to students, faculty, researchers and the general public. The Library will also house the collection of video and audio interviews of hundreds of veterans.

Parking will be designed and constructed as part of the NLC project. The total number of stalls provided will be 120. Once constructed, the stalls will be dedicated to the UHWO, to be used as part of their campus parking. UHWO shall retain ownership and maintain the parking lot, with the exception of 10 stalls, which shall be reserved for exclusive use by the NLC. The rest of the lot shall be made available to the NLC under the UHWO's guidelines for public parking.



Nisei Legacy Center Business Plan

February 2012



This business plan was written by
Lynn K. Miyahira on behalf of the
Executive Committee of the
Nisei Legacy Center Project.
Spring 2012

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Executive Summary

Project Overview & Who We Are

A long-time dream for many of the Nisei* soldiers in Hawaii is to build a center that preserves the legacy of *all* Americans of Japanese ancestry (AJA) who served in World War II, regardless of which unit they served in. The Nisei Legacy Center (NLC) will be the manifestation of this dream. It will be a joint effort by organizations in Hawaii representing veterans of the four principal AJA units of World War II: the 100th Infantry Battalion (100th), the 442nd Regimental Combat Team (442nd), the Military Intelligence Service (MIS) and the 1399th Engineer Construction Battalion (1399th). The Nisei Legacy Center will ensure that the service and sacrifices of the veterans are not forgotten and that their stories and artifacts will be preserved with increased efficiency and effectiveness.

The AJA veterans served honorably and fought valiantly in service to America while waging another battle against distrust and discrimination on the home front. On November 2, 2011, the Congressional Gold Medal was awarded to the 100th, 442nd and MIS for their World War II service.

Currently, each veterans group has its own collection of documents, artifacts and memorabilia. As the veterans pass on, these collections will continue to grow, yet each collection is limited by space and other factors. The NLC will serve as a single location where all items can be archived and made accessible for research, ensuring that the contribution of the Nisei veterans is shared with future generations.

The NLC Executive Committee consists of a group of committed sons, daughters and supporters of the Nisei veterans. Amongst the committee members, there is a wide range of expertise from political, architectural, engineering, business and media relations. The time is right to ensure that the legacy of the Nisei veterans is perpetuated and shared with future generations.

**Nisei* is a term in Japanese that literally means "second-generation" and is commonly used in North and South America to describe a son or daughter of a first-generation Japanese couple who emigrated from Japan prior to World War II. Most veterans of Japanese ancestry who fought for the United States during World War II were second-generation, therefore the term "Nisei" has become synonymous with this generation.

Mission & Goals

Our Mission:

To establish the Nisei Legacy Center in order to preserve, perpetuate and share the legacy of the Americans of Japanese ancestry who served in the U.S. armed forces in World War II, through a collaborative effort of the veterans organizations of the 100th Infantry Battalion, 442nd Regimental Combat Team, Military Intelligence Service and 1399th Engineer Construction Battalion

Goal #1

Establish a "Center of Preservation" that will properly maintain the records and artifacts of the AJA military legacy in a centralized location with appropriate archive facilities.

Goal #2

Establish a "Center of Learning" that will focus on sharing the story of the AJA military experience and its importance to the history of Hawaii and America. The center will also serve as a multipurpose area for events, lectures, workshops and functions.

Goal #3

Establish a "Center of Excellence" that will expand the body of knowledge and historical record of the AJA units with state-of-the-art digital archiving technology and processes.

Financial Summary

Our goal is to raise \$20 million for this project. Based on the architectural and engineering expertise of the Executive Committee, initial costs for design and construction of the NLC will range from \$6 million to \$8 million dollars. This does not include site acquisition that may be necessary depending on the location of the center. The remaining \$12 million would be used as an endowment fund to ensure the longevity of the center. The interest generated would go to funding the ongoing operational and maintenance costs. At 4% interest, the endowment fund will earn approximately \$480,000. Annual O&M expenses are estimated to be \$450,000 to \$500,000.

In order to raise \$20 million for this project, a massive capital fundraising campaign will need to take place. Given the success of the Congressional Gold Medal Hawaii Event held in December 2011, there is a definite willingness of families and the community to support projects that honor the veterans.

Our fundraising campaign will be based primarily on the donations. There were over 20,000 Nisei who served during World War II in the 100th, 442nd, MIS and 1399th military units. If each of the 20,000 families gave \$1,000, we would reach our goal of \$20 million. In addition, we hope to gain the financial support of large and small corporations, businesses and foundations, many of which, have direct ties to our veterans. We also will seek out grants and potential government funding such as CIP appropriations. .

Below is a table summarizing the Financial Plan for the Nisei Legacy Center.

Table 1: Summary of Financial Plan

	Funds needed
Initial Cost to Build NLC	\$8,000,000
Endowment Fund needed	\$12,000,000
Estimated Annual O&M	\$480,000
Estimated Interest Rate	4%
Total Funds Needed	\$20 million

Project Overview, Mission & Goals

Project Overview

A long-time dream for many of the Nisei* soldiers in Hawaii is to build a center that preserves the legacy of *all* Americans of Japanese ancestry (AJA) who served in World War II, regardless of when or where they served or with which unit. The Nisei Legacy Center (NLC) will be the manifestation of this dream. It will be a joint effort by organizations in Hawaii representing veterans of the four principal AJA units of World War II: the 100th Infantry Battalion, the 442nd Regimental Combat Team (442nd), the Military Intelligence Service (MIS) and the 1399th Engineer Construction Battalion. The Nisei Legacy Center will ensure that the service and sacrifices of the veterans are not forgotten and that their stories and artifacts will be preserved with increased efficiency and effectiveness.

The AJA veterans have an important story to share. They served honorably and fought valiantly in service to America while waging another battle against distrust and discrimination. The collective service of the Nisei soldiers wrote a poignant lesson about for all of America.

President Harry Truman awarded the 442nd yet another Presidential Unit Citation at the White House and told the Nisei soldiers: "You fought not only the enemy, but you fought prejudice and you have won. You have made the Constitution stand for what it really means: the welfare of all the people, all the time."

Currently, each veterans group has its own collection of documents, artifacts and memorabilia. As the veterans pass on, these collections could continue to grow, although each collection is limited by space and other factors. Priceless artifacts and documents have already been lost to history. What remains must be preserved so that future generations can learn about this important part of American history. The Nisei Legacy Center will serve as a single location where all items can be archived and made accessible for research, ensuring that exhibition of the contribution of the Nisei veterans is shared with future generations.

**Nisei* is a term in Japanese that literally means "second-generation" and is commonly used in North and South America to describe a son or daughter of a first-generation Japanese couple who emigrated from Japan prior to World War II. Most veterans of Japanese ancestry who fought for the United States during World War II were second-generation, therefore the term "Nisei" has become synonymous with this generation.

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Establish a "Center of Learning" that will focus on sharing the story of the AJA military experience and its importance to the history of Hawaii and America. The center will also serve as a multipurpose area for events, lectures, workshops and functions.

Goal #3

Establish a "Center of Excellence" that will expand the body of knowledge and historical record of the AJA units with state-of-the-art digital archiving technology and processes.

Purpose of the Nisei Legacy Center

Why Here? Why Now?

On November 2, 2011, the Congressional Gold Medal, the Congress's highest expression of national appreciation, was awarded to the 100th Infantry Battalion, 442nd Regimental Combat Team and Military Intelligence Service for their World War II service. Sixty veterans of those units – in their mid-80s or older -- made the long trip from Hawaii to Washington D.C. , for the official ceremony.

Meanwhile, a group of volunteers, businesses and community groups organized Hawaii's Salute to the Congressional Gold Medal Veterans to honor the hundreds of Hawaii veterans who did make the trip to the nation's capital and allow all Hawaii to join in the celebration. On December 17, 2011. Following a parade through Waikiki, the veterans were the guests of honor at a gala banquet. Organizers initially anticipated a turnout of 1,000 to 1,500 for the banquet. Instead, more than 3,000 attended the event at the Hawaii Convention Center, affirmation of the community's support for the veterans.

Although the AJA veterans had been honored in other ways in the past, the award of the Congressional Gold Medal was the first occasion that all three units—the 100th, 442nd and MIS—were honored together. In that same spirit, the Nisei Legacy Center will allow people in Hawaii to celebrate, preserve and share the legacy of all of the AJA units.

During World War II, the vagaries of bureaucracy and the luck of the draw determined whether a young AJA served and in which unit and where. Many Nisei served in more than one of the three celebrated units or in the 1399th Engineer Construction Battalion, another racially segregated AJA unit. The 1399th served only in Hawaii, but it served well and could have been deployed to the war front.

Why single out the Nisei? They were segregated by a nation dubious about their loyalty. Ethnic distinction was not their choice. They responded not with sulking and bitterness, but with service and often-bloody sacrifice. In so doing, AJAs broke racial barriers and shaped today's society, both in Hawaii and on a national scale.

Some might ask, "Don't the Nisei veterans already have a center of their own?" Yes. The 100th and 442nd veterans clubs have clubhouses, but each club's archive facilities are limited. Neither has sufficient archive space with the climate control necessary to preserve the growing number of artifacts, records and photographs for future generations. The MIS and 1399th's do not have archive facilities. Academic institutions in Hawaii that are ostensible repositories are also limited and are not easily accessible to the general public. Los Angeles, California, is home to the Go For Broke National Education Center. There is no equivalent in Hawaii—even though a majority of the AJAs who served during World War II were from the Islands. Hawaii deserves to have a center of its own.

Time continues to thin the ranks of the World War II veterans. A committed group of sons, daughters and supporters is working to make the Nisei Legacy Center a reality. The time is right to ensure that the legacy of the Nisei veterans is perpetuated and shared with future generations.

If not here, where? If not now, when?

Experience & Capabilities

Executive Committee

The NLC Executive Committee is made of people representing the various veteran's organizations and other community members that will lend their expertise to the project. Below is a list of all the Executive Committee members and their role in the project.

Wesley Deguchi

- Current Chapter President, 442nd Sons & Daughters
- 1st VP of the 442nd Veterans Club
- Deguchi brings over 35 years of experience in architecture and his professional knowledge covers a vast range from conceptual design through construction. He has been involved in a wide variety of project types including high rise residential, commercial office and retail, educational facilities, resort hotels and recreational facilities. His professional experience, coupled with his long-time dedication in the 442nd veteran's organizations make him a very

Norman Sakamoto

- 442nd Sons & Daughters Chapter member
- Current 1st VP of the 442nd Sons & Daughters Chapter
- Sakamoto served for fourteen years in the Hawaii State Senate (Senate District 15). Currently, he is a Land Development Special Assistant for the Department of Hawaiian Home Lands. His background is in Civil Engineering and as a licensed General Contractor he is owner of SC Pacific Corp., a general contracting company. Sakamoto has served on the boards of numerous public and non-profit organizations, and brings his expertise as in both the public and private sectors to the Advisory Committee.

Edwin Goto

- Past Vice President the 442nd Sons & Daughters Chapter for about 10 years
- Past President of 442nd Foundation
- Current 442nd Sons & Daughters member
- Goto retired in 2003 after 32 years of service with the State of Hawaii Department of Labor and Industrial Relations. As the Department's Personnel Officer for over 17 years, he brings extensive experience in Human Resource Management to the Committee.

James Nakatani

- Current president of the 100th Legacy Organization
- 100th Sons & Daughters member
- Presently Executive Director of the Agribusiness Development Cooperation. Nakatani brings with him a wide range of experiences, such as Chair of the Hawaii State Department of Agriculture, Cabinet Member for former Governor Benjamin Cayetano, State Director for U.S. Congressman Ed Case, and Owner and CEO of Nakatani Farms, Inc. He brings his broad-based consulting services on both business and government issues to the Committee.

Mark Matsunaga

- Board member, Military Intelligence Service Veterans Club of Hawaii
- Environmental public affairs officer, U.S. Pacific Fleet; formerly KHON News managing editor and editor/reporter (20 years) for the Honolulu Advertiser.
- Matsunaga brings his experience with media and public relations to the Committee.

Ross Segawa

- Board of Director member of the 442 RCT Foundation
- Segawa is owner of Industry Management Consultants, LLC, which provides consultation to the Painting Industry of Hawaii, the Hawaii Tapers Market

Recovery Fund and the Hawaii Floorlayers Market Recovery Fund. Former President of Kokua Kalihi Valley Board of Directors (a community based health center). Segawa brings his consulting expertise and experience with non-profits to the Committee.

Donn Ariyoshi

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-

Gary Okuda

- Attorney with Leu & Okuda, Attorneys at Law
- Okuda has been practicing law in the State of Hawaii since 1981. With extensive experience in Real Estate Law, Okuda's legal expertise is vital to the project.

Irene Hirano

- President of the U.S.-Japan Council and past President and CEO of the Japanese American National Museum in Los Angeles.
- Spouse of Senator Daniel Inouye, a veteran of the 442nd and passionate supporter of perpetuating the legacy of Japanese-Americans.
- Project Advisor to the Nisei Legacy Center project.

Ted Tsukiyama

- A long-time advocate for all AJA veterans, Tsukiyama served in the Varsity Victory Volunteers, the 442nd RCT and the MIS. After the war, Tsukiyama received his bachelor's degree from Indiana University and then graduated from Yale Law School in 1950.
- As Project Advisor to the Nisei Legacy Center, Tsukiyama's personal history and extensive knowledge and of AJA veterans affairs will be invaluable to the project.

Partnerships with Veterans Clubs

Veterans' Organizations

The Nisei Legacy Center will be a joint effort by organizations representing the four principal AJA units of World War II: the 100th Infantry Battalion, the 442nd Regimental Combat Team, the Military Intelligence Service and the 1399th Engineer Construction Battalion. In order to make this agreement explicit, a Memorandum of Understanding (MOU) between all the organizations was drafted and is currently in the process of being signed by each group.

The purpose of the MOU is to document the support of the creation of the NLC and to make sure that all parties agree that the intention of the Center will be to "store, archive, and catalog primary source materials with respect to service members...and encourage and advance research and teaching with respect to those matters." The MOU also states that veterans' organizations agree to support the Nisei Legacy Center by encouraging the veterans and their families to "donate documents, memorabilia, oral histories and other primary source materials necessary to preserve, study and exhibit the role and contribution" of the AJA veterans.

The following groups are represented in the MOU:

- 100th Infantry Battalion Veterans Club
- 442nd Veterans Club
- Military Intelligence Service Veterans Club Hawaii
- former members of the dissolved 1399th Veterans Club
- 442nd Regimental Combat Team Foundation
- 100th Infantry Battalion Legacy Organization

Marketing & Fundraising Plan

Our goal is to raise \$20 million for this project. Approximately \$8 million would go to the actual design and construction of the Legacy Center. The remaining \$12 million would be used as an endowment fund to ensure the longevity of the Center. The interest generated would go to funding the ongoing operational and maintenance costs. In order to raise \$20 million for this project, a massive capital fundraising campaign will need to take place. Given the success of the Congressional Gold Medal Hawaii Event held in December 2011, there is a definite willingness of families and the community to support projects such as this which honor the veterans.

There were over 20,000 Nisei who served during World War II in the 100th, 442nd, MIS and 1399th military units. Of the 20,000, approximately half were from Hawaii. The Hawaii Herald recently published "Hawaii's World War II Japanese American Honor Roll", which identifies all those who served from Hawaii.

Our fundraising campaign will be based primarily on the donations. We hope to reach out to as many family members of those who served as possible. If each family gave \$1,000, we would reach our goal of \$20 million. In addition, we hope to gain the financial support of large and small corporations, businesses and foundations, many of which have direct ties to our veterans. We also will seek out grants and potential government funding such as CIP appropriations.

The following are projections of donations to be raised through a Marketing and Fundraising Campaign.

Table 2: Fundraising Campaign Estimates—Corporate/Institutional Support

Gift Category	Amount	Number of Gifts (estimated)	Total
Gold	\$250,000	10–30	\$ 2.5 – \$ 7.5 million
Silver	\$100,000	20–30	\$ 2 – \$ 3 million
Bronze	\$25,000	100	\$ 2.5 million
Total Corporate Fundraising			\$7.5 –\$13 million

Table 3: Fundraising Campaign Estimates—Individual & Family Support

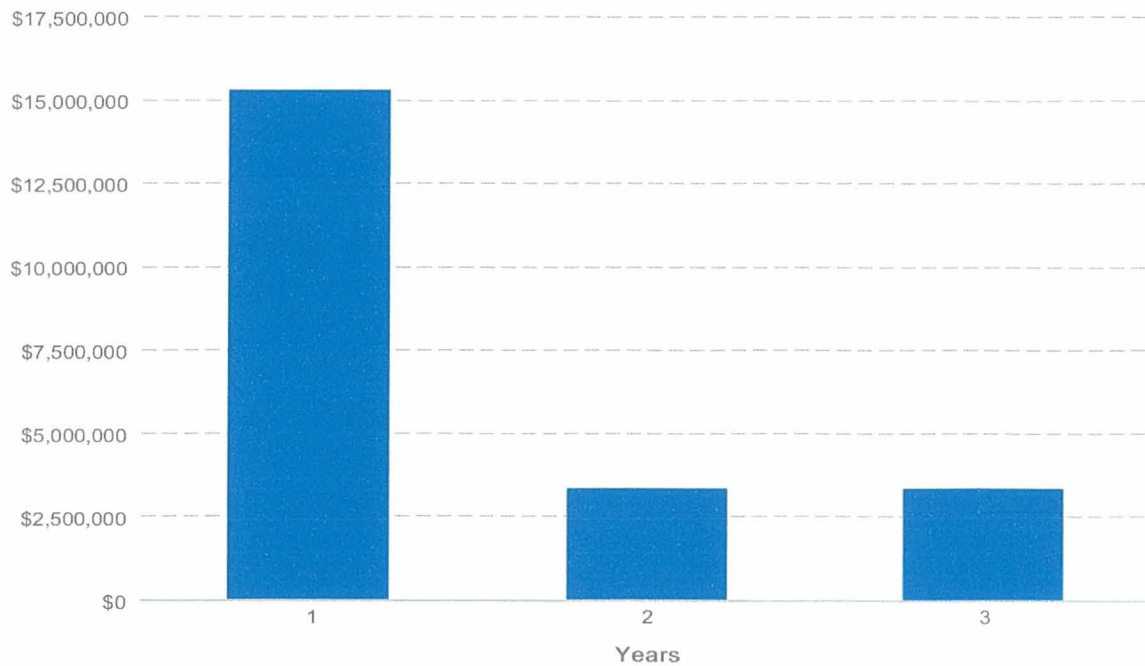
Gift Amount	Number of Gifts (estimated)	Total
\$5,000	500	\$ 2.5 million
\$2,500	1,000	\$ 2.5 million
\$1,000	3,500	\$ 3.5 million
\$500	500	\$ 250,000
\$100	2,500	\$ 250,000
Total Family Fundraising	8,000 gifts	\$9 million

Fundraising Forecast

Table 4: Fundraising Forecast by Year

	Year 1	Year 2	Year 3
Revenue			
Corporate Campaign	\$9,000,000	\$2,000,000	\$2,000,000
Individual/ Family Campaign	\$6,300,000	\$1,350,000	\$1,350,000
Total Revenue	\$15,300,000	\$3,350,000	\$3,350,000
Direct Cost			
Marketing for Corporate Campaign	\$90,000	\$20,000	\$20,000
Marketing for Family Campaign	\$63,000	\$13,500	\$13,500
Total Direct Cost	\$153,000	\$33,500	\$33,500
Total Fundraising Income	\$15,147,000	\$3,316,500	\$3,316,500

Figure 1: Fundraising Forecast Graph by Year



About the Fundraising Forecast

The numbers in this section are estimated based on the number of donors expected to contribute laid out in the Marketing & Fundraising Section. These numbers are targets to aim for during the Campaign and will guide the Fundraising Committee to see how close they are to their goal.

The first year represents the first big push in the Fundraising Campaign. It is estimated that it will take at least a full year to raise the minimum capital to start construction on the NLC, and may take up to three years to complete the fundraising effort.

Direct costs of the fundraising effort include marketing materials, postage and other overhead expenses that are necessary to complete the campaign and are estimated at 1% of donations.

Personnel Plan

The NLC will require a staff of at least three full-time positions and two part-time positions. Interns will be taken on board on a case-by-case basis. The salaries were estimated based on competitive wages for similar positions here Hawaii. It is assumed that employees will not be needed until the construction is complete, which at the very earliest will be in Year 2.

Employee related costs are estimated at 20% of salary and are allocated for under "Employee Related Expenses" in the Budget (next section).

Table 5: Personnel Expense Table

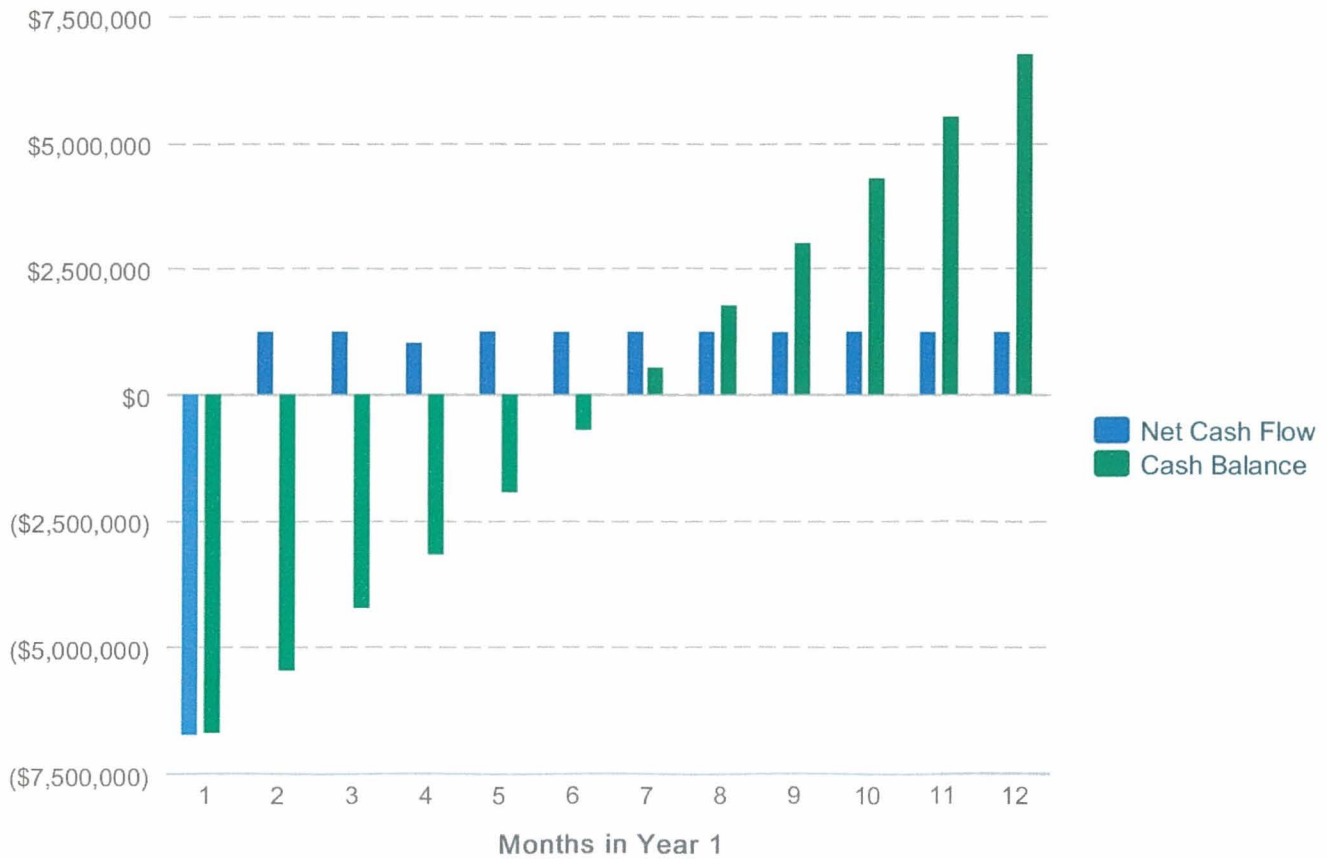
	Year 1	Year 2	Year 3
Executive Director	\$0	\$80,000	\$80,000
Center Manager	\$0	\$64,000	\$64,000
Archivist	\$0	\$64,000	\$64,000
Part-timer 1	\$0	\$36,000	\$36,000
Part-timer 2	\$0	\$36,000	\$36,000
Interns	\$0	\$25,000	\$25,000
Total	\$0	\$305,000	\$305,000

Budget (Projected Expenses)

Table 6: Budget Table

	Year 1	Year 2	Year 3
Expenses			
Salary	\$0	\$305,000	\$305,000
Employee Related Expenses	\$0	\$56,000	\$56,000
Training & Promotional	\$0	\$24,000	\$24,000
Furnishing & Equipment	\$400,000	\$0	\$0
Utilities, Maintenance & Security	\$0	\$120,000	\$120,000
Office Supplies & Gift Shop	\$0	\$9,600	\$9,600
Insurance	\$0	\$0	\$0
Reserve/ replacement fund	\$258,000	\$258,000	\$258,000
Total Expenses	\$658,000	\$772,600	\$772,600
Major Purchases			
Building Construction	\$4,500,000	\$0	\$0
Site Preparation (30,000 sq ft)	\$2,000,000	\$0	\$0
Parking lot (60 spaces, at grade)	\$600,000	\$0	\$0
Soft costs (Design etc.)	\$400,000	\$0	\$0
Landscaping	\$250,000	\$0	\$0
Total Major Purchases	\$7,750,000	\$0	\$0

Figure 2: Projected Cash Flow in Year 1 by Month



About the Budget

Budget expenses in Year 1 are associated with the initial capital costs of new construction and the replacement of the reserve fund. The costs of actually building the NLC are under the sub-heading Major Purchases are based on the costs to build similar structures, as estimated by qualified members of the NLC Advisory Committee.

Expenses for salaries, employee related expenses and training were estimated using comparable non-profit institutions here in Hawaii. Utilities, maintenance & security expenses were also calculated using similar buildings.

Projected Profit and Loss Statement

Table 7: Profit & Loss Statement (estimated)

	Year 1	Year 2	Year 3
Income	\$15,300,000	\$3,350,000	\$3,350,000
Direct Cost	\$153,000	\$33,500	\$33,500
Gross Margin	\$15,147,000	\$3,316,500	\$3,316,500
Gross Margin %	99%	99%	99%
Expenses			
Salary	\$0	\$305,000	\$305,000
Employee Related Expenses	\$0	\$56,000	\$56,000
Training & Promotional	\$0	\$24,000	\$24,000
Furnishing & Equipment	\$400,000	\$0	\$0
Utilities, Maintenance & Security	\$0	\$120,000	\$120,000
Office Supplies & Gift Shop	\$0	\$9,600	\$9,600
Insurance	\$0	\$0	\$0
Reserve/ replacement fund	\$258,000	\$258,000	\$258,000
Total Expenses	\$658,000	\$772,600	\$772,600
Operating Income	\$14,489,000	\$2,543,900	\$2,543,900
Interest Incurred	\$0	\$0	\$0
Depreciation and Amortization	\$1,550,000	\$1,550,000	\$1,550,000
Income Taxes	\$0	\$0	\$0
Net Profit	\$12,939,000	\$993,900	\$993,900
Net Profit/ Sales	85%	30%	30%

Starting Balances

Table 8: Starting Balances (as of Feb 2012)

Assets

Cash	\$26,500
Accounts Receivable	\$0
Inventory	\$0
Long-Term Assets	\$0
Accumulated Depreciation	\$0

Liabilities

Accounts Payable	\$0
Sales Taxes Payable	\$0

Capital

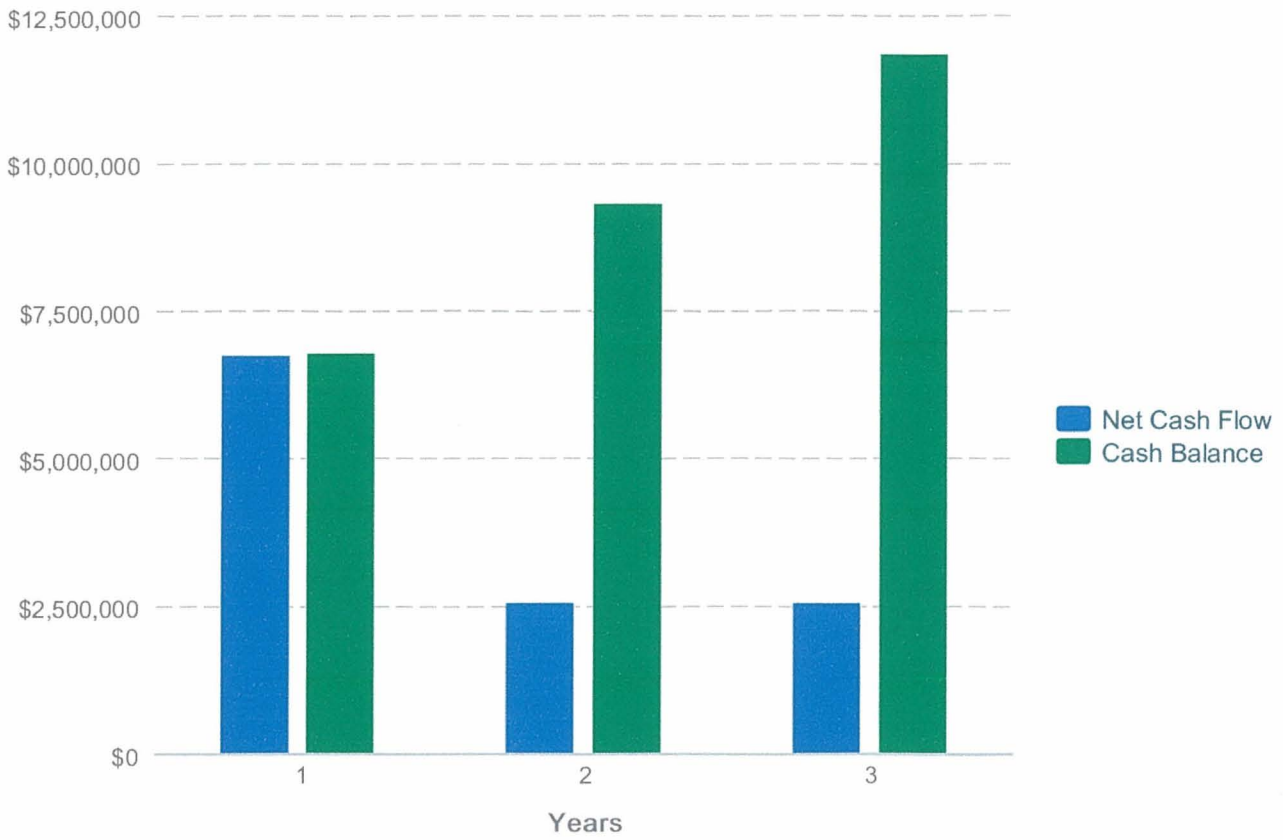
Paid-In Capital	\$0
Retained Earnings	\$0

Projected Cash Flow Statement

Table 9: Cash Flow Statement (estimated)

	Year 1	Year 2	Year 3
Operations			
Net Profit	\$12,939,000	\$993,900	\$993,900
Depreciation and Amortization	\$1,550,000	\$1,550,000	\$1,550,000
Decrease in Accounts Receivable	\$0	\$0	\$0
Decrease in Inventory	\$0	\$0	\$0
Increase in Accounts Payable	\$0	\$0	\$0
Increase in Sales Taxes Payable	\$0	\$0	\$0
Net Cash Flow from Operations	\$14,489,000	\$2,543,900	\$2,543,900
Investing & Financing			
Assets Purchased	(\$7,750,000)	\$0	\$0
Investments Received	\$0	\$0	\$0
Increase in Short-Term Debt	\$0	\$0	\$0
Increase in Long-Term Debt	\$0	\$0	\$0
Net Cash Flow from Investing & Financing	(\$7,750,000)	\$0	\$0
Cash at Beginning of Period	\$26,500	\$6,765,500	\$9,309,400
Net Increase in Cash	\$6,739,000	\$2,543,900	\$2,543,900
Cash at End of Period	\$6,765,500	\$9,309,400	\$11,853,300

Figure 3: Projected Cash Flow by Year



Projected Balance Sheet

Table 10: Pro-forma Balance Sheet

As of Period's End	Starting Balances	Year 1	Year 2	Year 3
Cash	\$26,500	\$6,765,500	\$9,309,400	\$11,853,300
Accounts Receivable	\$0	\$0	\$0	\$0
Inventory	\$0	\$0	\$0	\$0
Total Current Assets	\$26,500	\$6,765,500	\$9,309,400	\$11,853,300
Long-Term Assets	\$0	\$7,750,000	\$7,750,000	\$7,750,000
Accumulated Depreciation	\$0	(\$1,550,000)	(\$3,100,000)	(\$4,650,000)
Total Long-Term Assets	\$0	\$6,200,000	\$4,650,000	\$3,100,000
Total Assets	\$26,500	\$12,965,500	\$13,959,400	\$14,953,300
Accounts Payable	\$0	\$0	\$0	\$0
Sales Taxes Payable	\$0	\$0	\$0	\$0
Short-Term Debt	\$0	\$0	\$0	\$0
Total Current Liabilities	\$0	\$0	\$0	\$0
Long-Term Debt	\$0	\$0	\$0	\$0
Total Liabilities	\$0	\$0	\$0	\$0
Paid-In Capital	\$0	\$0	\$0	\$0
Retained Earnings	\$0	\$0	\$12,939,000	\$13,932,900
Earnings	\$0	\$12,939,000	\$993,900	\$993,900
Total Owner's Equity	\$0	\$12,939,000	\$13,932,900	\$14,926,800
Total Liabilities & Equity	\$0	\$12,939,000	\$13,932,900	\$14,926,800

Appendix

Financial Data

Sales Forecast Table (With Monthly Detail)

Year 1	Y1 M1	Y1 M2	Y1 M3	Y1 M4	Y1 M5	Y1 M6	Y1 M7	Y1 M8	Y1 M9	Y1 M10	Y1 M11	Y1 M12
Sales												
Corporate Campaign	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000
Individual/Family Campaign	\$525,000	\$525,000	\$525,000	\$525,000	\$525,000	\$525,000	\$525,000	\$525,000	\$525,000	\$525,000	\$525,000	\$525,000
Total Sales	\$1,275,000	\$1,275,000	\$1,275,000	\$1,275,000	\$1,275,000	\$1,275,000	\$1,275,000	\$1,275,000	\$1,275,000	\$1,275,000	\$1,275,000	\$1,275,000
Direct Cost												
Corporate Campaign	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500
Individual/Family Campaign	\$5,250	\$5,250	\$5,250	\$5,250	\$5,250	\$5,250	\$5,250	\$5,250	\$5,250	\$5,250	\$5,250	\$5,250
Total Direct Cost	\$12,750	\$12,750	\$12,750	\$12,750	\$12,750	\$12,750	\$12,750	\$12,750	\$12,750	\$12,750	\$12,750	\$12,750
Gross Margin	\$1,262,250	\$1,262,250	\$1,262,250	\$1,262,250	\$1,262,250	\$1,262,250	\$1,262,250	\$1,262,250	\$1,262,250	\$1,262,250	\$1,262,250	\$1,262,250
Gross Margin %	99%	99%	99%	99%	99%	99%	99%	99%	99%	99%	99%	99%

	Year 1	Year 2	Year 3
Sales			
Corporate Campaign	\$9,000,000	\$2,000,000	\$2,000,000
Individual/ Family Campaign	\$6,300,000	\$1,350,000	\$1,350,000
Total Sales	\$15,300,000	\$3,350,000	\$3,350,000
Direct Cost			
Corporate Campaign	\$90,000	\$20,000	\$20,000
Individual/ Family Campaign	\$63,000	\$13,500	\$13,500
Total Direct Cost	\$153,000	\$33,500	\$33,500
Gross Margin	\$15,147,000	\$3,316,500	\$3,316,500
Gross Margin %	99%	99%	99%

Personnel Table (With Monthly Detail)

Year 1	Y1 M1	Y1 M2	Y1 M3	Y1 M4	Y1 M5	Y1 M6	Y1 M7	Y1 M8	Y1 M9	Y1 M10	Y1 M11	Y1 M12
Executive Director	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Center Manager	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Archivist	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Part-timer 1	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Part-timer 2	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Interns	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

	Year 1	Year 2	Year 3
Executive Director	\$0	\$80,000	\$80,000
Center Manager	\$0	\$64,000	\$64,000
Archivist	\$0	\$64,000	\$64,000
Part-timer 1	\$0	\$36,000	\$36,000
Part-timer 2	\$0	\$36,000	\$36,000
Interns	\$0	\$25,000	\$25,000
Total	\$0	\$305,000	\$305,000

Budget Table (With Monthly Detail)

Year 1	Y1 M1	Y1 M2	Y1 M3	Y1 M4	Y1 M5	Y1 M6	Y1 M7	Y1 M8	Y1 M9	Y1 M10	Y1 M11	Y1 M12
Expenses												
Salary	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Employee Related Expenses	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Training & Promotional	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Furnishing & Equipment	\$200,000	\$0	\$0	\$200,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Utilities, Maintenance & Security	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Office Supplies & Gift Shop	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Insurance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve/ replacement fund	\$21,500	\$21,500	\$21,500	\$21,500	\$21,500	\$21,500	\$21,500	\$21,500	\$21,500	\$21,500	\$21,500	\$21,500
Total Expenses	\$221,500	\$21,500	\$21,500	\$221,500	\$21,500	\$21,500	\$21,500	\$21,500	\$21,500	\$21,500	\$21,500	\$21,500
Major Purchases												
Building Construction	\$4,500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Site Preparation (30,000 sq ft)	\$2,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Parking lot (60 spaces, at grade)	\$600,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Soft costs (Design etc.)	\$400,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Landscaping	\$250,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Major Purchases	\$7,750,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

	Year 1	Year 2	Year 3
Expenses			
Salary	\$0	\$305,000	\$305,000
Employee Related Expenses	\$0	\$56,000	\$56,000
Training & Promotional	\$0	\$24,000	\$24,000
Furnishing & Equipment	\$400,000	\$0	\$0
Utilities, Maintenance & Security	\$0	\$120,000	\$120,000
Office Supplies & Gift Shop	\$0	\$9,600	\$9,600
Insurance	\$0	\$0	\$0
Reserve/ replacement fund	\$258,000	\$258,000	\$258,000
Total Expenses	\$658,000	\$772,600	\$772,600
Major Purchases			
Building Construction	\$4,500,000	\$0	\$0
Site Preparation (30,000 sq ft)	\$2,000,000	\$0	\$0
Parking lot (60 spaces, at grade)	\$600,000	\$0	\$0
Soft costs (Design etc.)	\$400,000	\$0	\$0
Landscaping	\$250,000	\$0	\$0
Total Major Purchases	\$7,750,000	\$0	\$0

Loans and Investments Table (With Monthly Detail)

Year 1	Y1 M1	Y1 M2	Y1 M3	Y1 M4	Y1 M5	Y1 M6	Y1 M7	Y1 M8	Y1 M9	Y1 M10	Y1 M11	Y1 M12
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Year 1

Year 2

Year 3

Projected Profit and Loss Statement (With Monthly Detail)

Year 1	Y1 M1	Y1 M2	Y1 M3	Y1 M4	Y1 M5	Y1 M6	Y1 M7	Y1 M8	Y1 M9	Y1 M10	Y1 M11	Y1 M12
Income	\$1,275,000	\$1,275,000	\$1,275,000	\$1,275,000	\$1,275,000	\$1,275,000	\$1,275,000	\$1,275,000	\$1,275,000	\$1,275,000	\$1,275,000	\$1,275,000
Direct Cost	\$12,750	\$12,750	\$12,750	\$12,750	\$12,750	\$12,750	\$12,750	\$12,750	\$12,750	\$12,750	\$12,750	\$12,750
Gross Margin	\$1,262,250	\$1,262,250	\$1,262,250	\$1,262,250	\$1,262,250	\$1,262,250	\$1,262,250	\$1,262,250	\$1,262,250	\$1,262,250	\$1,262,250	\$1,262,250
Gross Margin %	99%	99%	99%	99%	99%	99%	99%	99%	99%	99%	99%	99%
Expenses												
Salary	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Employee Related Expenses	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Training & Promotional	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Furnishing & Equipment	\$200,000	\$0	\$0	\$200,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Utilities, Maintenance & Security	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Office Supplies & Gift Shop	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Insurance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve/ replacement fund	\$21,500	\$21,500	\$21,500	\$21,500	\$21,500	\$21,500	\$21,500	\$21,500	\$21,500	\$21,500	\$21,500	\$21,500
Total Expenses	\$221,500	\$21,500	\$21,500	\$221,500	\$21,500	\$21,500	\$21,500	\$21,500	\$21,500	\$21,500	\$21,500	\$21,500
Operating Income	\$1,040,750	\$1,240,750	\$1,240,750	\$1,040,750	\$1,240,750	\$1,240,750	\$1,240,750	\$1,240,750	\$1,240,750	\$1,240,750	\$1,240,750	\$1,240,750
Interest Incurred	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Depreciation and Amortization	\$129,165	\$129,165	\$129,165	\$129,165	\$129,167	\$129,167	\$129,167	\$129,167	\$129,168	\$129,168	\$129,168	\$129,168
Income Taxes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net Profit	\$911,585	\$1,111,585	\$1,111,585	\$911,585	\$1,111,583	\$1,111,583	\$1,111,583	\$1,111,583	\$1,111,582	\$1,111,582	\$1,111,582	\$1,111,582
Net Profit/Sales	71%	87%	87%	71%	87%	87%	87%	87%	87%	87%	87%	87%

	Year 1	Year 2	Year 3
Income	\$15,300,000	\$3,350,000	\$3,350,000
Direct Cost	\$153,000	\$33,500	\$33,500
Gross Margin	\$15,147,000	\$3,316,500	\$3,316,500
Gross Margin %	99%	99%	99%
Expenses			
Salary	\$0	\$305,000	\$305,000
Employee Related Expenses	\$0	\$56,000	\$56,000
Training & Promotional	\$0	\$24,000	\$24,000
Furnishing & Equipment	\$400,000	\$0	\$0
Utilities, Maintenance & Security	\$0	\$120,000	\$120,000
Office Supplies & Gift Shop	\$0	\$9,600	\$9,600
Insurance	\$0	\$0	\$0
Reserve/ replacement fund	\$258,000	\$258,000	\$258,000
Total Expenses	\$658,000	\$772,600	\$772,600
Operating Income	\$14,489,000	\$2,543,900	\$2,543,900
Interest Incurred	\$0	\$0	\$0
Depreciation and Amortization	\$1,550,000	\$1,550,000	\$1,550,000
Income Taxes	\$0	\$0	\$0
Net Profit	\$12,939,000	\$993,900	\$993,900
Net Profit/ Sales	85%	30%	30%

Projected Balance Sheet (With Monthly Detail)

As of Period's End	Starting Balances	Y1 M1	Y1 M2	Y1 M3	Y1 M4	Y1 M5	Y1 M6	Y1 M7	Y1 M8	Y1 M9	Y1 M10	Y1 M11	Y1 M12
Cash	\$26,500	(\$6,682,750)	(\$5,442,000)	(\$4,201,250)	(\$3,160,500)	(\$1,919,750)	(\$679,000)	\$561,750	\$1,802,500	\$3,043,250	\$4,284,000	\$5,524,750	\$6,765,500
Accounts Receivable	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Inventory	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Current Assets	\$26,500	(\$6,682,750)	(\$5,442,000)	(\$4,201,250)	(\$3,160,500)	(\$1,919,750)	(\$679,000)	\$561,750	\$1,802,500	\$3,043,250	\$4,284,000	\$5,524,750	\$6,765,500
Long-Term Assets	\$0	\$7,750,000	\$7,750,000	\$7,750,000	\$7,750,000	\$7,750,000	\$7,750,000	\$7,750,000	\$7,750,000	\$7,750,000	\$7,750,000	\$7,750,000	\$7,750,000
Accumulated Depreciation	\$0	(\$129,165)	(\$258,330)	(\$387,495)	(\$516,660)	(\$645,827)	(\$774,994)	(\$904,161)	(\$1,033,328)	(\$1,162,496)	(\$1,291,664)	(\$1,420,832)	(\$1,550,000)
Total Long-Term Assets	\$0	\$7,620,835	\$7,491,670	\$7,362,505	\$7,233,340	\$7,104,173	\$6,975,006	\$6,845,839	\$6,716,672	\$6,587,504	\$6,458,336	\$6,329,168	\$6,200,000
Total Assets	\$26,500	\$938,085	\$2,049,670	\$3,161,255	\$4,072,840	\$5,184,423	\$6,296,006	\$7,407,589	\$8,519,172	\$9,630,754	\$10,742,336	\$11,853,918	\$12,965,500
Accounts Payable	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sales Taxes Payable	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Short-Term Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Current Liabilities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Long-Term Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Liabilities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Paid-in Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Retained Earnings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Earnings	\$0	\$911,585	\$2,023,170	\$3,134,755	\$4,046,340	\$5,157,923	\$6,269,506	\$7,381,089	\$8,492,672	\$9,604,254	\$10,715,836	\$11,827,418	\$12,939,000
Total Owner's Equity	\$0	\$911,585	\$2,023,170	\$3,134,755	\$4,046,340	\$5,157,923	\$6,269,506	\$7,381,089	\$8,492,672	\$9,604,254	\$10,715,836	\$11,827,418	\$12,939,000
Total Liabilities & Equity	\$0	\$911,585	\$2,023,170	\$3,134,755	\$4,046,340	\$5,157,923	\$6,269,506	\$7,381,089	\$8,492,672	\$9,604,254	\$10,715,836	\$11,827,418	\$12,939,000

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As of Period's End	Starting Balances	Year 1	Year 2	Year 3
Cash	\$26,500	\$6,765,500	\$9,309,400	\$11,853,300
Accounts Receivable	\$0	\$0	\$0	\$0
Inventory	\$0	\$0	\$0	\$0
Total Current Assets	\$26,500	\$6,765,500	\$9,309,400	\$11,853,300
Long-Term Assets	\$0	\$7,750,000	\$7,750,000	\$7,750,000
Accumulated Depreciation	\$0	(\$1,550,000)	(\$3,100,000)	(\$4,650,000)
Total Long-Term Assets	\$0	\$6,200,000	\$4,650,000	\$3,100,000
Total Assets	\$26,500	\$12,965,500	\$13,959,400	\$14,953,300
Accounts Payable	\$0	\$0	\$0	\$0
Sales Taxes Payable	\$0	\$0	\$0	\$0
Short-Term Debt	\$0	\$0	\$0	\$0
Total Current Liabilities	\$0	\$0	\$0	\$0
Long-Term Debt	\$0	\$0	\$0	\$0
Total Liabilities	\$0	\$0	\$0	\$0
Paid-In Capital	\$0	\$0	\$0	\$0
Retained Earnings	\$0	\$0	\$12,939,000	\$13,932,900
Earnings	\$0	\$12,939,000	\$993,900	\$993,900
Total Owner's Equity	\$0	\$12,939,000	\$13,932,900	\$14,926,800
Total Liabilities & Equity	\$0	\$12,939,000	\$13,932,900	\$14,926,800

Projected Cash Flow Statement (With Monthly Detail)

Year 1	Y1 M1	Y1 M2	Y1 M3	Y1 M4	Y1 M5	Y1 M6	Y1 M7	Y1 M8	Y1 M9	Y1 M10	Y1 M11	Y1 M12
Operations												
Net Profit	\$911,585	\$1,111,585	\$1,111,585	\$911,585	\$1,111,583	\$1,111,583	\$1,111,583	\$1,111,583	\$1,111,582	\$1,111,582	\$1,111,582	\$1,111,582
Depreciation and Amortization	\$129,165	\$129,165	\$129,165	\$129,165	\$129,167	\$129,167	\$129,167	\$129,167	\$129,168	\$129,168	\$129,168	\$129,168
Decrease In Accounts Receivable	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Decrease in Inventory	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Increase in Accounts Payable	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Increase in Sales Taxes Payable	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net Cash Flow from Operations	\$1,040,750	\$1,240,750	\$1,240,750	\$1,040,750	\$1,240,750	\$1,240,750	\$1,240,750	\$1,240,750	\$1,240,750	\$1,240,750	\$1,240,750	\$1,240,750
Investing & Financing												
Assets Purchased	(\$7,750,000)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investments Received	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Increase in Short-Term Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Increase in Long-Term Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net Cash Flow from Investing & Financing	(\$7,750,000)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cash at Beginning of Period	\$26,500	(\$6,682,750)	(\$5,442,000)	(\$4,201,250)	(\$3,160,500)	(\$1,919,750)	(\$679,000)	\$561,750	\$1,802,500	\$3,043,250	\$4,284,000	\$5,524,750

Net Increase in Cash	(\$6,709,250)	\$1,240,750	\$1,240,750	\$1,040,750	\$1,240,750	\$1,240,750	\$1,240,750	\$1,240,750	\$1,240,750	\$1,240,750	\$1,240,750	\$1,240,750
Cash at End of Period	(\$6,682,750)	(\$5,442,000)	(\$4,201,250)	(\$3,160,500)	(\$1,919,750)	(\$679,000)	\$561,750	\$1,802,500	\$3,043,250	\$4,284,000	\$5,524,750	\$6,765,500

	Year 1	Year 2	Year 3
Operations			
Net Profit	\$12,939,000	\$993,900	\$993,900
Depreciation and Amortization	\$1,550,000	\$1,550,000	\$1,550,000
Decrease in Accounts Receivable	\$0	\$0	\$0
Decrease in Inventory	\$0	\$0	\$0
Increase in Accounts Payable	\$0	\$0	\$0
Increase in Sales Taxes Payable	\$0	\$0	\$0
Net Cash Flow from Operations	\$14,489,000	\$2,543,900	\$2,543,900
Investing & Financing			
Assets Purchased	(\$7,750,000)	\$0	\$0
Investments Received	\$0	\$0	\$0
Increase in Short-Term Debt	\$0	\$0	\$0
Increase in Long-Term Debt	\$0	\$0	\$0
Net Cash Flow from Investing & Financing	(\$7,750,000)	\$0	\$0
Cash at Beginning of Period	\$26,500	\$6,765,500	\$9,309,400
Net Increase in Cash	\$6,739,000	\$2,543,900	\$2,543,900
Cash at End of Period	\$6,765,500	\$9,309,400	\$11,853,300