

<b>2022 Approved Operating Budget for Crossroads Campus</b>	<b>Amount</b>
	<b>2022</b>
<b>Revenue</b>	
<b>Donations for Operations (Individuals &amp; Businesses)</b>	<b>\$340,000</b>
<b>Foundation Operating and Program Grants</b>	<b>\$240,000</b>
<b>Govt Grants</b>	<b>\$0</b>
<b>SNAP-ET Reimbursements</b>	<b>\$65,000</b>
Retail Store Income	
Pet Grooming Salon Income	\$255,000
Pet Retail Merchandise Income	\$240,000
Self Wash Income	\$4,000
Adoption Fees	\$18,000
<b>Total Retail Store Income</b>	<b>\$517,000</b>
<b>Bakery Revenues</b>	<b>\$10,000</b>
<b>Dog Training and Behavior Consulting Services</b>	<b>\$5,000</b>
<b>Social Enterprise Income from 1603 Buchanan Bldg: Café/Coffee Shop and Fulfillment Ctr</b>	<b>\$0</b>
<b>Event Income</b>	<b>\$230,000</b>
<b>Other Revenue</b>	<b>\$2,400</b>
<b>Inkind Donations</b>	<b>\$4,000</b>
<b>Residential Rental Income (See Rental Income Tab)</b>	<b>\$15,000</b>
<b>Commercial Rental Income - Buchanan (see Rental Income Tab)</b>	<b>\$0</b>
<b>Total Revenue</b>	<b>\$1,428,400</b>
<b>Cost of Goods Sold</b>	
Pet Retail Cost of Goods Sold	\$156,000
Dog Treat Bakery COGS	\$2,500
Other Social Enterprise COGS (50% of Revenues Assumed)	\$0
<b>Total Cost of Goods Sold</b>	<b>\$158,500</b>
<b>Gross Profit</b>	<b>\$1,269,900</b>
<b>Expenditures</b>	
Personnel Expense	
Salaries - Staff	\$654,783
Commisioned- Staff (Groomers)	\$115,000
Salaries- Dog Trainer Commissions (as percent of revenues)	\$5,000
Salaries - Social Enterprise Employee Wages (Program Participants)	\$170,000
Payroll Taxes - Staff (9%)	\$56,740
Payroll Taxes - Groomer (9%)	\$9,720
Payroll Taxes - Dog Trainer (9%)	\$450
Payroll Taxes - Program Participants (9%)	\$15,300
Benefits (11%)	\$32,000
Workers Compensation	\$7,300
<b>Total Personnel Expense</b>	<b>\$1,066,293</b>

<b>2022 Approved Operating Budget for Crossroads Campus</b>	<b>Amount</b>
	<b>2022</b>
Operating Expenses	
Banking & Merchant fees	\$21,500
Board Meeting Expense	\$1,000
Contract Labor (Org Development and Contracted Grant Writing)	\$24,000
DEI Consulting	\$5,000
Subscription Services and Memberships	\$12,500
License & Permits	\$1,000
Meals & Meetings	\$1,550
Office Supplies	\$2,500
Payroll Processing Expense	\$7,200
Postage/Shipping	\$1,800
Printing	\$3,500
Professional Development/Training	\$5,000
Charitable donations	\$200
Software	\$6,000
Travel	\$3,000
Web Development	\$6,000
Misc Expense	\$500
<b>Total Operating Expenses</b>	<b>\$102,250</b>
Professional fees	
Audit	\$12,000
Bookkeeping	\$16,800
Professional fees - Other	\$5,000
<b>Total Professional fees</b>	<b>\$33,800</b>
Program and Social Enterprise Expense	
Veterinary Care	\$15,000
Mental Health Services	\$1,500
Participant Assessments and Outcomes	\$12,500
Job Training Participant Training and Client Needs	\$5,000
Residential Participant Training and Client Needs	\$2,000
Adoptions and Caring Connections Supplies	\$4,000
Store Supplies	\$3,500
Grooming Supplies	\$10,200
Bakery Supplies	\$500
<b>Total Program and Social Enterprise Expense</b>	<b>\$54,200</b>
Development Expense	
Marketing/Development	\$8,000
Advertising - Print	\$0
Advertising - Radio	\$2,200
<b>Total Development Expense</b>	<b>\$10,200</b>
<b>Event Expense</b>	<b>\$10,000</b>
<b>Liability, Umbrella and Key Person Coverage, D&amp;O</b>	<b>\$8,000</b>

<b>2022 Approved Operating Budget for Crossroads Campus</b>	<b>Amount</b>
	<b>2022</b>
Monroe St. Expenses	
Monroe St. Property Mortgage Interest	\$9,000
Monroe St. Rent for Parking and Extra Office Space	\$2,400
Monroe Furniture & Equipment	\$12,500
Repairs & Maintenance	\$8,000
Internet/Phone	\$4,000
Utilities	\$11,000
General Insurance Bldg and Vehicle	\$6,299
Property Tax	\$4,110
<b>Total Monroe Building &amp; Maintenance</b>	<b>\$57,309</b>
<b>COVID EIDL Loan Interest</b>	<b>\$9,532</b>
Buchanan St. Expenses	
Buchanan Interest Expense - Bridge Loan	<b>\$10,635</b>
Rent for Buchanan Space used for Social Enterprise	<b>\$0</b>
Buchanan Building & Maintenance	
Repair & Maintenance - Buchanan	\$0
General Insurance - Buchanan	\$1,000
Property tax - Buchanan	\$20,042
Miscellaneous Expense - Buchanan	\$1,000
Buchanan Operating Expenses Post-Expansion (\$4.85/sf)	\$0
<b>Total Building &amp; Maintenance - Buchanan</b>	<b>\$22,042</b>
<b>Total Vehicle Expense</b>	<b>\$2,060</b>
<b>Inkind Expenses</b>	<b>\$4,000</b>
<b>Total Expenditures</b>	<b>\$1,390,321</b>
<b>Net Operating Revenue</b>	<b>-\$120,421</b>
Other Revenue: Employee Retention Tax Credits	\$124,900
Net Operating Cash Flow	\$4,479