



**Pacific Southwest
Mennonite
Conference**

An area conference of
Mennonite Church USA

Anabaptist Resource Center Thrift Store

Business Plan

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Table of Contents

I.	Overview	2
	Background	2
	Proposal	2
	Objectives	3
	Mission Statement	3
	Keys to Success	3
II.	Description of Business	4
	Legal Entity	4
	Location	4
	Hours of Operation	6
	Products	6
	Suppliers	7
	Service	7
	Management	7
	Strategy and Implementation for Launch	8
	Start-Up Timeline	9
III.	Marketing	9
	Market Analysis	9
	Competition	10
	Pricing	10
	Advertising and Promotion	10
IV.	Appendices	11
	Appendix A: Financial Overview for California MCC Thrift Stores, 2012-2013	12
	Appendix B: Start-Up Cost	13
	Appendix C: Determining Start-Up Capital	14
	Appendix D: Annual Budget Categories	15
	Appendix E: First 3 Years Projections Compared to MCC Rancho Cucamonga	16
	Appendix F: Sales Forecast	18
	Appendix G: Rent Trends - Retail Property Asking Price	19
	Appendix H: Sale Trends - Retail Property Asking Price	20
	Appendix I: Demographics of Pasadena and Surrounding Cities	21
	Appendix J: Sample Job Description	23

Overview

Background

The Pacific Southwest Mennonite Conference has committed to establish an Anabaptist Resource Center (ARC) in the Los Angeles area, to provide resources and services for surrounding communities, congregations and Anabaptist agencies, to meet this goal it has set aside over \$100,000 towards this objective. While these funds are sufficient to launch the center, they are not enough to ensure it continues as a long-term ministry. To guarantee the long-term financial viability of this center, we are proposing to use part of the ARC funds to create a thrift store which will then fund the launch and ongoing operation of the ARC for years to come. As Mennonites, we have a long track record of supporting ministries with the creation of thrift stores. Mennonite Central Committee (MCC) has over 90 thrift stores throughout the US which each generate \$100,000-\$1,000,000 annually for the work of MCC. We believe that we can use this as a funding model for the Anabaptist Resource Center.

Proposal

The Anabaptist Resource Center Thrift Store (ARC TS) will be the primary funding source for the long-term ministry of the Anabaptist Resource Center (ARC). With an initial investment of \$120,000, it is projected to raise over \$750,000 within the first 10 years. In addition to the financial benefit, the thrift store will be a gathering place of service for various Mennonite churches throughout the LA area which will enable us to be a visible witness of the Kingdom of God and grow together as the body of Christ. Lastly, creating a funding source out of reused products will allow us to tangibly work towards protecting God's creation. **In short, this project will enable us to raise funds, witness together in service, and benefit the environment.**

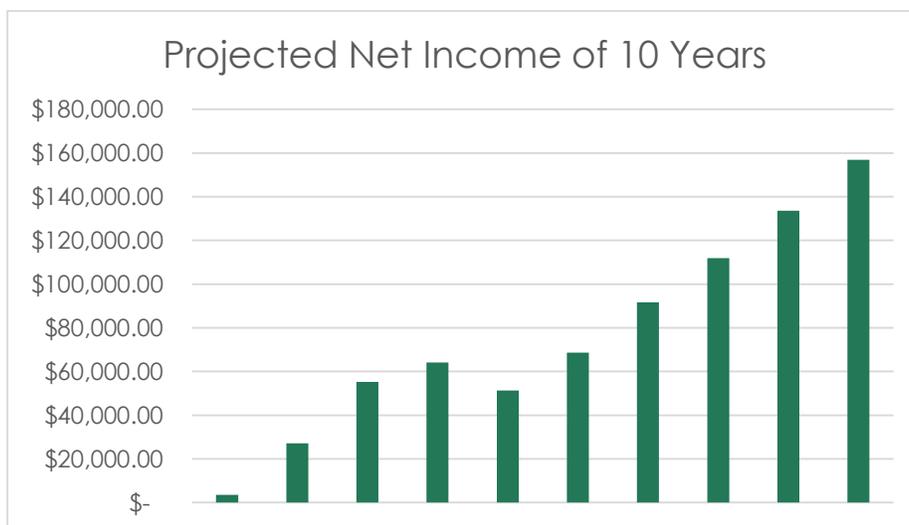


Figure 1: ARC Thrift Store Net Income projection

The initial steps in achieving our goal for the thrift store will be:

- By the end of the first year, the store will be able to financially sustain itself.
- Within the second year, the thrift store will start supporting the ARC.
- By the third year, the store is projected to raise more than \$50,000 annually towards the ARC.

The rationale for these goals is based, in part, on the performance of the two other California-based Mennonite thrift stores, which were able to donate nearly \$350,000 last year alone to MCC (see Appendix A: Financial Overview for California MCC Thrift Stores, 2012-2013).

Objectives

The objective of this business plan is to determine if Pacific Southwest Mennonite Conference (PSMC) should launch a thrift store, with the primary purpose of supporting the Anabaptist Resource Center. This business plan will lay out the detailed realities of what it would take to launch and sustain a thrift store, and what benefits we could expect from such a venture.

Mission Statement

The mission of the ARC Thrift Store is to raise funds for an Anabaptist Resource Center in the greater Los Angeles area by creating a space where people come together in service to be a visible witness to God's reconciling love.

Keys to Success

In order to succeed, we will rely on the following key factors:

- Local church support: As this project will be an expression of the local churches, it is paramount that we have their support. This support will chiefly be in three areas: *leadership, donations, and volunteers*. The leadership will be needed to direct the launch of the store and continue in the form of the Board of Directors for the ARC. Donations of products are the lifeblood of a thrift store, thus we will need a steady stream of donations to insure the long-term success of the store. However, we see this dependence shrinking over the course of the first few years as the local neighborhood begins to be the key source for donations. Lastly, as is the case for many thrift stores, we will have many opportunities for volunteers to support the daily running of the store. This support will allow us to achieve our funding goals at a much quicker rate, yet we do not see success or failure depending upon a large volunteer corps.
- Location: A retail space surrounded by patterns of high traffic will be essential for the viability of the store. However, we will need to balance the ideal location with manageable lease payments. Due to the fact that donations play such a vital role in the success of this business project, one unique characteristic that we will need to keep in mind is the ease for donors to drop off their donations in a quick and effortless manner.

- Donations: Ensuring a steady stream of donations will be a key factor for the store success. It will be imperative that the store develops awareness in the local community of its existence as a place to donate goods. High quality donations will help secure high revenue from sales.
- Staff: Unlike some thrift stores that are based on volunteer support to run the daily operations of the store, we are planning on a staff-based model. Hiring an experienced store manager will be vital for the store's success. Additionally, we hope to have a strong volunteer base to supplement our paid staff; however, due to the realities of urban life, we do not want to base the success of this store on establishing a large pool of volunteers. An initial volunteer base of around 15 is our goal.
- The grace of God: It is our strong belief that God partners with us to bring about good works. To this end, we believe that if we discern together that God is leading us to take these steps of faith to launch a thrift store, God will provide for our needs.

Description of Business

The Anabaptist Resource Center Thrift Store will be a nonprofit entity which generates income for the ministry of the Anabaptist Resource Center by selling a wide variety of donated goods.

Legal Entity

We envision that the ARC and the associated thrift store will be a standalone nonprofit, having its own Articles of Incorporation and bylaws. This ensures that any liability issues will be carried by the ARC and not by PSMC. To guarantee close connections between PSMC and the ARC board, we will structure the bylaws so that all ARC board members will be approved by the full PSMC board. This means the ARC will find appropriate board members and then forward those names onto the PSMC board for approval.

To receive a business license at no cost in the city of Pasadena, a business must first be established as a 501(c)3. Thus the creation of the ARC as a 501(c)3 will be one of the first steps for the launch of a thrift store. While it does take some time and work to establish a nonprofit, the total cost will be around \$1000 and secure protection for PSMC from any long-term liability concerns.

Location

While the exact location of the thrift store is currently unknown, the general area has been researched. Due to demographic research, we believe that the Pasadena area, composed of a 2.8 mile radius around Pasadena (including parts of Altadena, South Pasadena, and nearing Arcadia) would be ideal. Based on our present research, we are primarily looking at parts of Altadena near the 210 Freeway and in Pasadena on East Colorado near the Pasadena

Community College (see Figure 2). Generally, we are identifying populated areas, which see high traffic, coupled with little thrift store competition and a lower cost for retail leases.

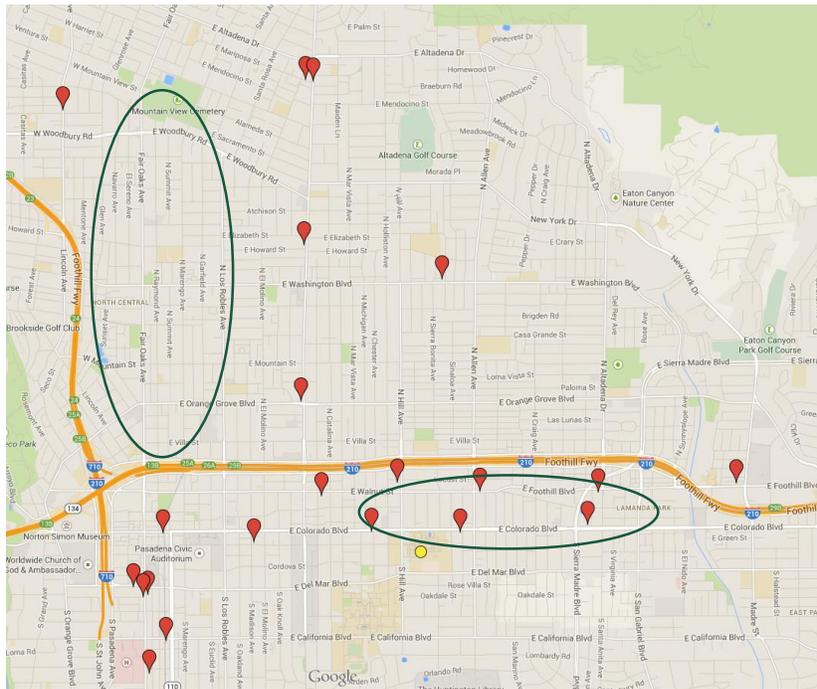


Figure 2: Thrift stores in the Pasadena area with target areas identified

In identifying a location, it will be important to account for other factors as well, such as proximity to donors (residential neighborhoods), easy drop-off, adequate parking and growth possibilities. The ideal location would enable the establishment of the ARC at the same location once adequate funds are secured. Being that the potential is there for the ARC TS and the ARC to occupy the same space, we believe we should also keep in mind where our PSMC churches are located in the LA area (see Figure 3). This data appears to confirm that the Pasadena region is an ideal location for the establishment of the ARC.

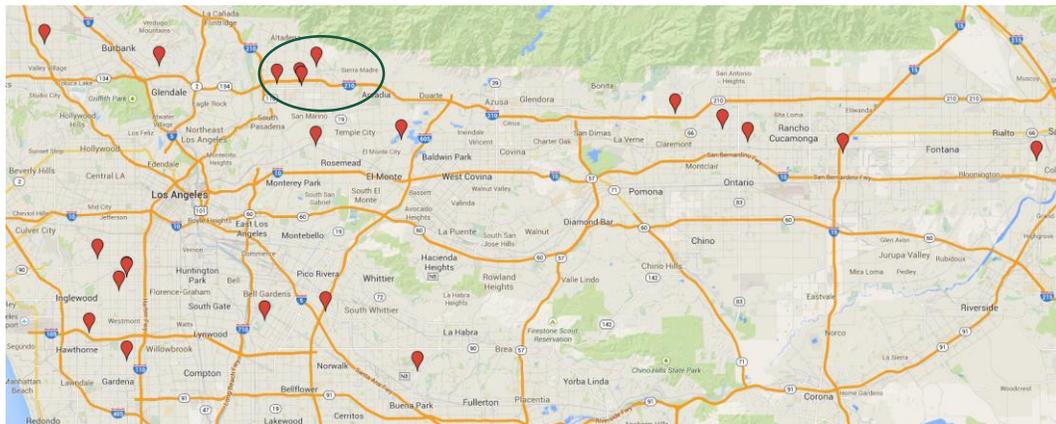


Figure 3: PSMC congregations in the greater Los Angeles metro with targeted area identified

Choosing a location in the Pasadena area does have a downside, namely the high cost of rent. In the last year alone, the cost of rent in Pasadena has gone up 21%, though there are signs that the market is beginning to level off. One potential way to mitigate the loss of net income to high occupancy costs would be for PSMC to purchase their own property for this effort. If that were the case, we might be able to receive extra funds, from various sources, to enable the Conference to purchase space for the center and have the ARC TS be PSMC's renter. With such a scenario, the thrift store would not only help pay off the mortgage of a new PSMC asset, but it would also be able to use a higher percentage of its income for the work of the Anabaptist Resource Center.

Hours of Operation

With regards to hours of operation, we realize that due to the competitive nature of the thrift store industry in Pasadena, we will need to mirror the regional industry standard. However, it is easier to add more hours to the work week than it is to subtract hours of opening. Thus, we plan on starting with six days of operation, one day less than the industry standard, with the possibility of opening on the seventh day as needed.

- Monday – Saturday, 10am to 7 pm
- Sunday – closed

For holidays, we would also aim to match regional standards which would mean staying open for most holidays other than Thanksgiving, Christmas and New Year's.

Products

As a thrift store, our products will be pre-owned goods and other donated materials from the neighboring community. The thrift store industry is made up of two broad categories of stores: general thrift and specialized thrift. The ARC TS will be a general thrift store, meaning we will sell used apparel, books, furniture, kitchenware, and miscellaneous items. This strategy will allow us to take full advantage of all the donated products that are given to the store. It will also enable us to attract customers looking for all types of secondhand products.

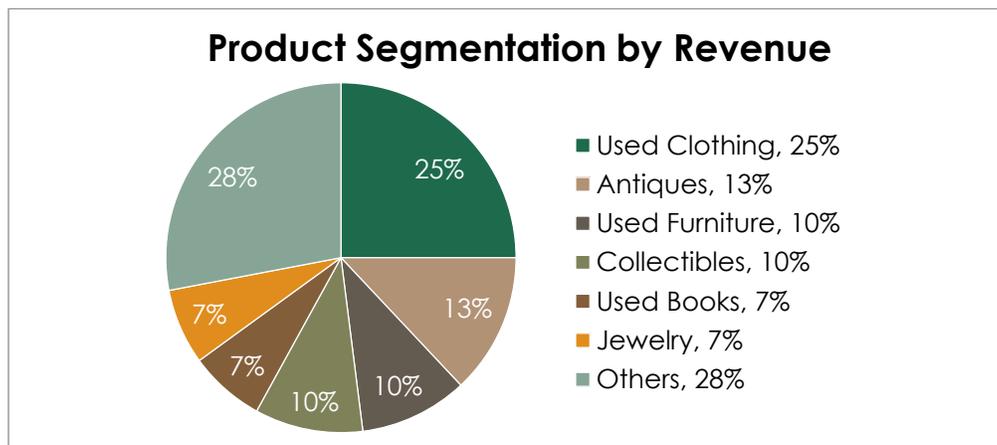


Figure 4: Secondhand store revenue based on product type

Suppliers

Thrift stores are dependent upon the donor community to provide the products for sale, unlike traditional retailers that are able to order additional products as needed. This dependence on the neighboring community requires additional marketing so that the donor base can increase to a level that will ensure a steady stream of donations. Initially we will rely on our local churches as the primary source for contributions. Yet over time this dependence will lessen as the local community sees the store as a donation center.

Our initial inventory will be collected over the course of several months and placed in a storage container so that we have adequate products for the first few months of operations. We are presently in conversation with a large existing thrift store that donates several truckloads of merchandise, which they are unable to sell, to a neighboring thrift store. It is our hope that we would be able to receive this unused merchandise and sell it at our store. In addition, we will have a delivery truck to pick up donations from individuals homes, apartment complexes, and businesses, to grow our donation pool.

To increase donations from the community we anticipate utilizing a donor rewards system which would give donors coupons each time they make a donation to the store. The added benefit to this approach would be that it would encourage the donor to enter the shop and become a customer as well. Coupled with the tax donation receipt, that we would be able to offer, we believe this will secure a strong local support base for the ARC TS.

Service

Structuring our store on a staff-driven model, rather than a volunteer-based model, will allow us to offer a high level of professional service to our customers and donors. The thrift store industry has great variety in the customer service that is offered. Many nonprofit thrift stores are run predominately on volunteers that offer varying levels of professionalism. Our reliance on a well-paid professional staff will allow for greater control of the customer's experience due to greater accountability. Complementing our staff with highly trained volunteers, we will also maintain an orderly and clean retail environment, thus setting us apart from competition.

Management

As a nonprofit corporation, the ARC TS will rely on a local Board of Directors. This board will be a hands-on, working board, actively involved in the operations of the store. Their primary role will be to give direction and oversight to the store and its management team. The thrift store Manager will report directly to the Board of Directors, and the other store staff will report to the Manager.

The Board of Directors will be made up of 5 to 8 members from the local PSMC community who support the vision and goals of the ARC. It will be essential for the board to be able to resource

and support the staff and volunteers that run the store. This means we will need to have knowledgeable board members in the area of finance, marketing, donor development, and volunteer recruitment. Local representation from our various Mennonite churches on the board will allow for greater communication and support between our various churches and the store.

In terms of paid staff, we envision a manager, an assistant manager, and 3 to 4 additional staff. Due to the broader mission of our store, hiring staff that support and believe in this vision will be a necessity. Yet we also recognize that we need highly skilled professionals to allow this business to succeed. To achieve this two-part goal, we will base our job descriptions on the staff roles MCC has created for its stores (see the sample MCC job description in Appendix J).

Strategy and Implementation for Launch

The general strategy that we will employ to create the ARC TS will be to rely on three levels of volunteers: Launch Team, Support Team, and short-term volunteers.

- I. The **LAUNCH TEAM** is a team of 5-8 highly-motivated individuals, committed to working on a specific aspect of the store-creation process, and willing to oversee the process and cooperate with others to ensure the success of the store. Each member of the Launch Team will oversee at least one of the following core aspects:
 - **Marketing:** This individual will be responsible for promotion, branding, and advertisement of the thrift store – from raising awareness about the thrift store to encouraging various congregations to donate and support the cause. The marketing individual will oversee the success of the thrift store by ensuring strong community awareness for both customers and donors.
 - **Location:** This individual will be focused on identifying the ideal location for the store. As finding an ideal location is crucial to this business, the location coordinator will research different prices and evaluate costs, traffic, and other factors that must be considered in choosing the location. Attention will also be given to a cost analysis of buying property versus leasing.
 - **Human Resources:** This individual will give direction in the area of hiring, benefits, and other factors that must be taken in to consideration when dealing with staff and volunteers. The human resources individual will be tasked with creating a professional and healthy work environment that is pleasant for shoppers and those running the store.
 - **Legal:** This individual will be responsible for the legal aspects of the thrift store, such as setting up the 501 (c)3, securing the necessary license and coordinating the creation of the bylaws. This person should be well-versed with business laws, and have the wherewithal to ensure that the thrift store operates in an appropriate manner.
 - **Donations:** This individual will be responsible for the flow, movement, and storage of donated products, ensuring quality control of the used merchandise before resale. They will need to work with the marketing coordinator to guarantee a solid base of donations. In addition, this person will help to coordinate rummage sales at Mennonite churches in the area as a way of raising funds and donations for the ARC TS.
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- **Accounting:** This individual will be responsible for creating systems for payroll, inventory tracking and the banking needs of the thrift store. Anything monetary in nature will be overseen by this individual. This person should be well-versed in business practices related to nonprofit accounting.
 - **Store Setup:** This individual will be responsible for the initial setup of the store before opening, ensuring that product placement is appropriate for optimal sales and that processing of donations is handled smoothly. Their role will also be to certify all the various components are in place to run an effective thrift store.
- II. The Launch Team will also be assisted by various **SUPPORT TEAMS** for each of the core tasks. These team will assist the Launch Team members in their responsibilities for a given aspect. The teams will be made up of individuals interested in supporting a specific task, like identifying the location, but unable to make the commitment to be on the Launch Team.
 - III. Short-term volunteers will be able to give supplemental aid at any stage in the launch. In particular, there will be opportunities for support in the final weeks before the official store opening. This could be a chance for PSMC churches throughout the Conference to pitch in with the opening of the store. There would be the possibilities for groups to come and help with prepping the location, collecting additional donations, or displaying the products.

Start-Up Timeline

Our plans for start-up and launch are as follows:

- October – present business plan for PSMC’s Board approval
- November – finalize Launch Team
- January – secure funds and assets for the store, including startup funds and 3 months of expenses
- February – confirm site location
- March – hire key staff and initiate soft-opening for store

Marketing

National market trends show that with improved service and better quality of used goods, consumer interest in thrift store shopping has increased. Further, as environmental concerns continue to be a rising issue for consumers, secondhand stores offer an alternative for ecologically minded consumers. Focusing on offering a high quality customer experience partnered with an environmentally sustainable alternative is how we anticipate positioning the ARC TS in the Pasadena marketplace.

Market Analysis

Market analysis shows that typical thrift store customers possess several characteristics: lower economic resources; generally shop for both necessity and desire; and are regular thrift store visitors. Thrift store donors, on the other hand, are generally older, achieved a high level of education, and are supportive of cause-based projects. With these general characteristics in

mind, we believe that the Pasadena area has the required demographics to support an additional thriving thrift store. With an industry projected growth rate of close to 5% annually, and with the Pasadena region continuing to experience over 3% annual population growth, the data appears to reinforce the potential viability of the ARC TS. (See the regional demographic summary in Appendix I.)

Competition

Market research shows that the majority of thrift store customers shop at local independent stores, and only 25% of the market place is controlled by the top 50 thrift store chains. This highlights the unique opportunity in this industry for new independent startups.

The target community for the ARC TS presently has 21 secondhand merchandise stores with a population base of over 300,000. The diversity of these stores ranges from general thrift stores, to specialized cookbooks stores, used books stores, and children's apparel stores. As most of these stores within the Pasadena area have been established for quite some time, many have not embrace the newer industry trends, specifically in terms of offering a higher level of professionalism in both the appearance of the store and the customer service offered. ARC TS will set itself apart from the competition by presenting itself as a better alternative. Due to the fact that many thrift stores are run as nonprofits based on volunteers, there is a tendency to be slow to adapt to market developments. In this way creating a new store will give us an advantage over much of the competition.

Pricing

In general, there are three tiers of pricing utilized by thrift stores. Some stores tend to price their merchandise on the high side focusing on making their income on higher ticket items. Other stores price their merchandise at a rate that seems "fair," focusing on customers that are seeking out specific items. The final tier for pricing focuses on rapidly moving merchandise through the store. This approach intentionally prices things at a bargain rate focusing on a larger volume of sales to create income for the store. It is this third approach that we will utilize for the ARC TS. This approach focuses on repeat customers and becoming a destination shopping spot. Initially we will base our pricing on the guide utilized by the Rancho Cucamonga MCC thrift store. However, over time we will adapt the pricing scale to reflect the trends in our community.

Advertising and Promotion

Advertising will primarily focus on creating awareness of the unique components of our store for the specific neighborhoods surrounding our location. Our approach will be to focus on building a strong base of donors of high-quality goods which will attract the attention of thrift store shoppers. We also plan on applying customer marketing tools integrated with our Point of Sale (POS) system to encourage customer loyalty. Our system will reward customers with points based on each shopping purchase. We will also be able to create specified promotions for specific clientele based on their purchasing history.

Appendices

Appendix A: Financial Overview for California MCC Thrift Stores, 2012-2013..... 12

Appendix B: Start-Up Cost..... 13

Appendix C: Determining Start-Up Capital..... 14

Appendix D: Annual Budget Categories..... 15

Appendix E: First 3 Years Projections Compared to MCC Rancho Cucamonga..... 16

Appendix F: Sales Forecast..... 18

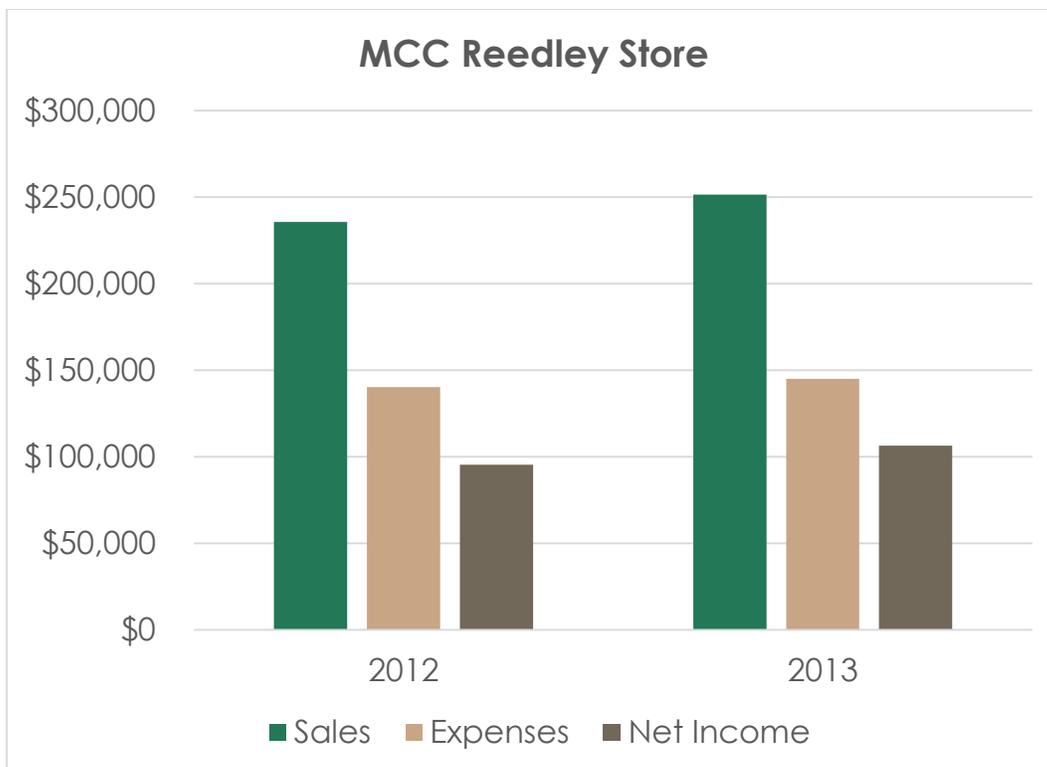
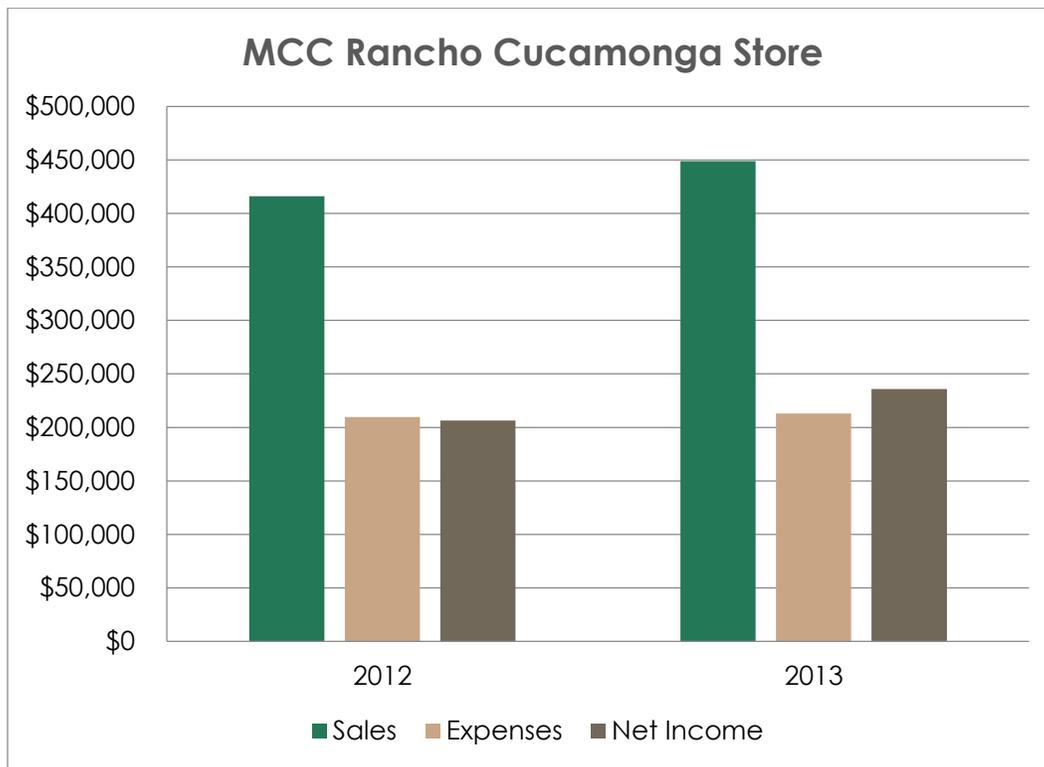
Appendix G: Rent Trends - Retail Property Asking Price..... 19

Appendix H: Sale Trends - Retail Property Asking Price..... 20

Appendix I: Demographics of Pasadena and Surrounding Cities..... 21

Appendix J: Sample Job Description..... 23

Appendix A: Financial Overview for California MCC Thrift Stores, 2012-2013



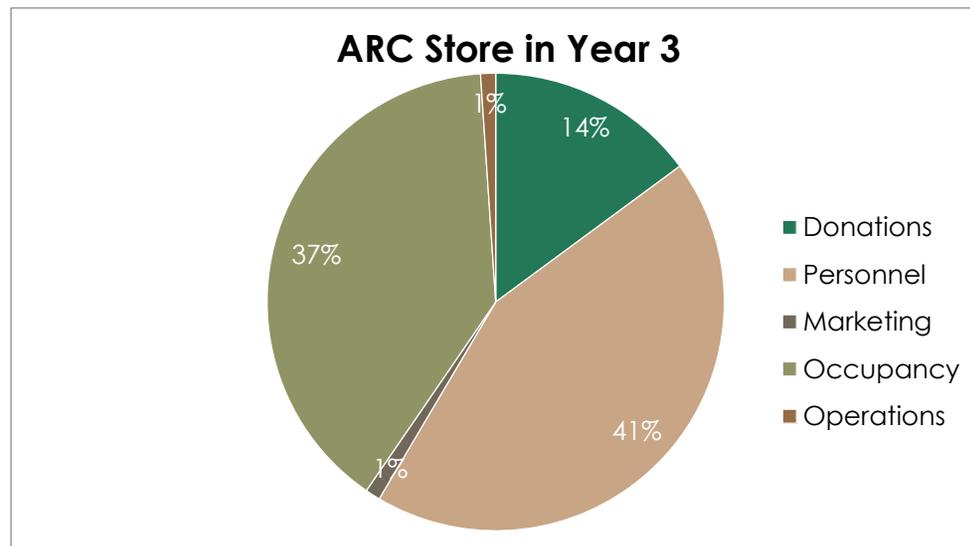
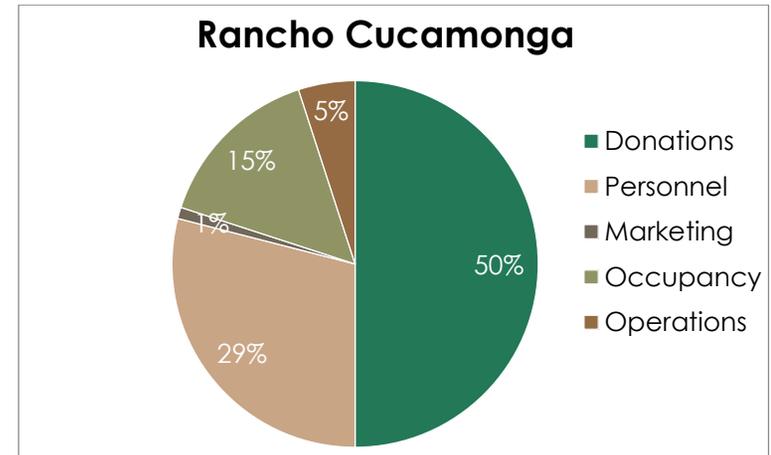
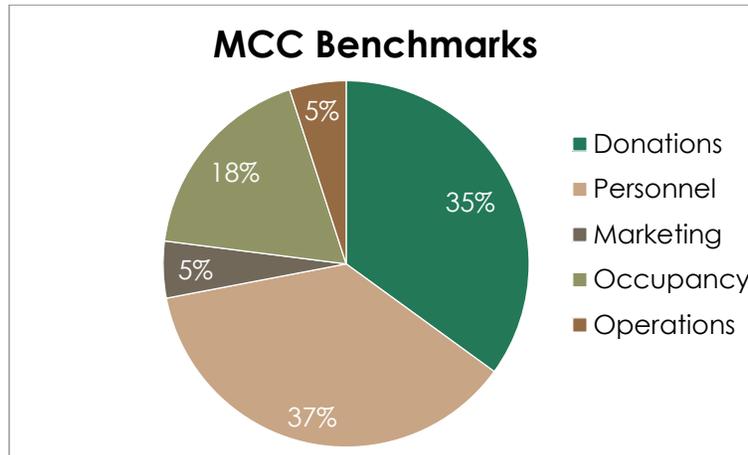
Appendix B: Start-Up Cost

Business Licenses	\$170
Incorporation Expenses	\$1000
Deposits (one month)	\$9450
Storage/Bins	\$2,500
Payroll	\$4,426
Interior Modifications	\$3,000
Equipment/Machinery Required:	
Truck	\$6,000
Office Equipment	\$900
Display Items	\$6,000
Insurance	\$3,857
Stat/Business Cards/Brochures	\$1000
Signage	\$2500
Pre-Opening Advertising	\$2000
General Supplies	\$400
Total Startup Expenses	\$35,853
Items Not Included:	
Alarm	\$1200
POS System	\$19,000

Appendix C: Determining Start-Up Capital

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8
Starting cash	\$75,000.00							
Cash In:								
Cash Sales Paid	\$11,700.00	\$13,000.00	\$16,900.00	\$19,500.00	\$23,000.00	\$24,750.00	\$26,250.00	\$26,775.00
Sales per ft2	\$2.60	\$2.89	\$3.76	\$4.33	\$5.11	\$5.50	\$5.83	\$5.95
<i>Total Cash In</i>	\$11,700.00	\$13,000.00	\$16,900.00	\$19,500.00	\$23,000.00	\$24,750.00	\$26,250.00	\$26,775.00
Cash Out:								
Personnel	\$12,695.00	\$12,695.00	\$12,695.00	\$12,695.00	\$12,695.00	\$12,695.00	\$12,695.00	\$12,695.00
Occupancy	\$10,628.00	\$10,628.00	\$10,628.00	\$10,628.00	\$10,628.00	\$10,628.00	\$10,628.00	\$10,628.00
Operating	\$1,949.00	\$1,949.00	\$1,949.00	\$1,949.00	\$1,949.00	\$1,949.00	\$1,949.00	\$1,949.00
Advertising	\$354.00	\$354.00	\$354.00	\$354.00	\$354.00	\$354.00	\$354.00	\$354.00
<i>Total Cash Out</i>	\$25,626.00	\$25,626.00	\$25,626.00	\$25,626.00	\$25,626.00	\$25,626.00	\$25,626.00	\$25,626.00
Ending Balance	\$61,074.00	\$48,448.00	\$39,722.00	\$33,596.00	\$30,970.00	\$30,094.00	\$30,718.00	\$31,867.00
CHANGE (CASH FLOW)	-\$13,926.00	-\$12,626.00	-\$8,726.00	-\$6,126.00	-\$2,626.00	-\$876.00	\$624.00	\$1,149.00

Appendix D: Annual Budget Categories

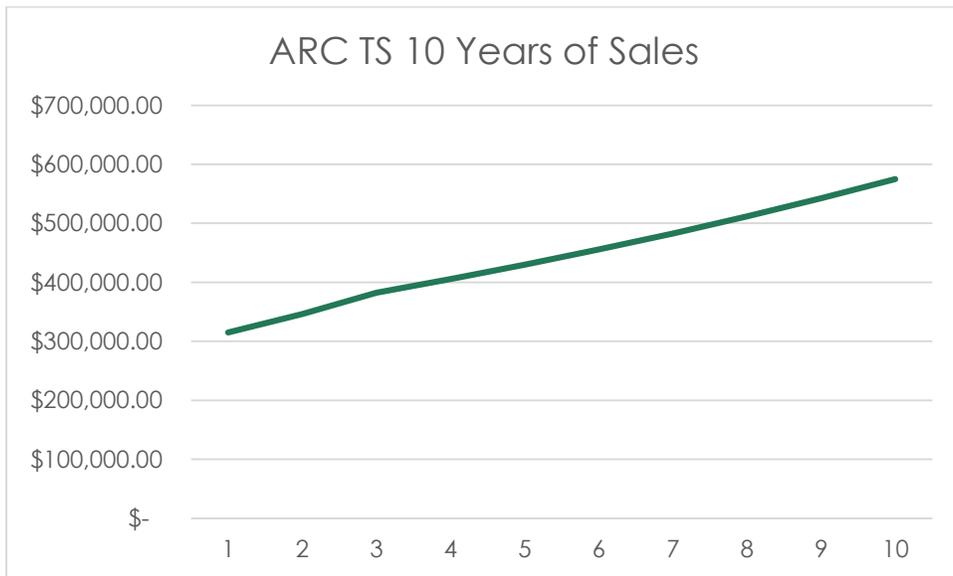
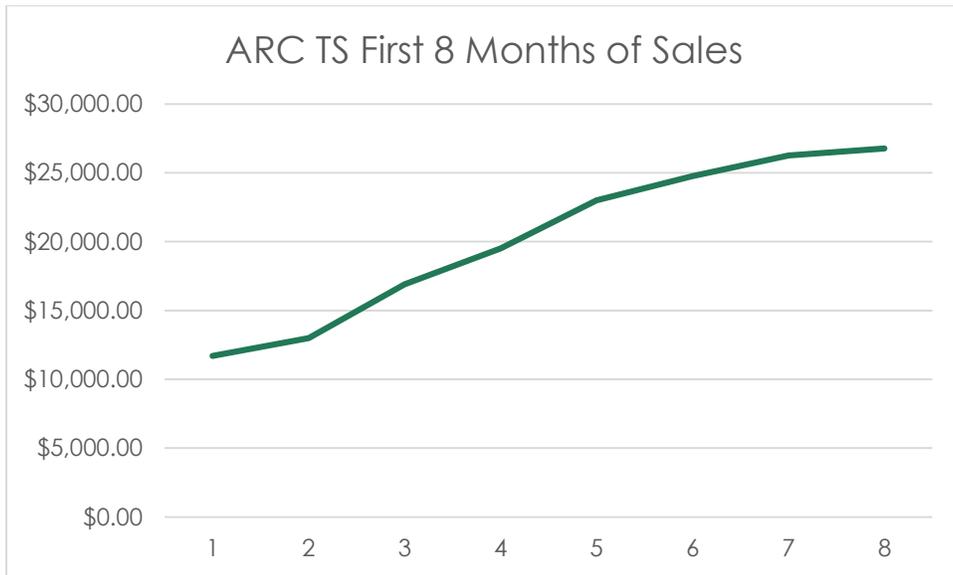


Appendix E: First 3 Years Projections Compared to MCC Rancho Cucamonga

	MCC RC 2013	MCC RC 2014	ARC Store 2015	ARC Store 2016	ARC Store 2017	Notes
	3500 ft2	3500 ft2	4500 ft2	4500 ft2	4500 ft2	Store Size
REVENUES:						
Thrift Sales	\$446,161.00	\$490,777.00	\$315,000.00	\$346,500.00	\$382,500.00	
(Sales per ft2)	\$127.00	\$140.00	\$70.00	\$77.00	\$85.00	MCC Benchmark \$50 ft2
Total Income	\$448,800.00	\$490,777.00	\$315,000.00	\$346,500.00	\$382,500.00	
EXPENSES:						
Personnel						
Benefits	\$1,277.00	\$4,094.00	\$-	\$-	\$-	Due to Obamacare
Retirement	\$-	\$2,609.00	\$4,817.00	\$6,616.00	\$5,012.00	All staff after 3mths (5%)
Payroll Taxes (Plus Medicare)	\$8,518.00	\$8,700.00	\$10,596.00	\$10,916.00	\$11,135.00	8.25%
Salaries	\$102,367.00	\$142,403.00	\$129,724.00	\$132,318.00	\$134,965.00	4 ½ FTE Staff
Worker's Comp	\$102,367.00	\$4,000.00	\$6,000.00	\$6,037.00	\$6,179.00	
Employee Development	\$3,717.00	\$1,500.00	\$1,200.00	\$1,200.00	\$1,200.00	MCC TS Network
Total Personnel	\$124,322.00	\$124,755.00	\$152,337.00	\$155,384.00	\$158,491.00	41% in year 3
Occupancy						
Business Insurance	\$2,995.00	\$2,995.00	\$3,857.00	\$4,200.00	\$4,600.00	\$0.86 per ft2
Maintenance	\$1,286.00	\$1,400.00	\$1,400.00	\$1,500.00	\$1,650.00	
Rent (incl. NNN)	\$53,640.00	\$53,994.00	\$113,400.00	\$113,400.00	\$113,400.00	\$2.10 per ft2
Telephone and Internet	\$1,177.00	\$1,300.00	\$1,300.00	\$1,400.00	\$1,550.00	
Utilities (Electric, Water, Trash)	\$8,590.00	\$8,900.00	\$11,443.00	\$15,384.00	\$16,922.00	\$2.54 per ft2
Total Occupancy	\$67,688.00	\$68,589.00	\$131,400.00	\$135,884.00	\$138,122.00	37% in year 3
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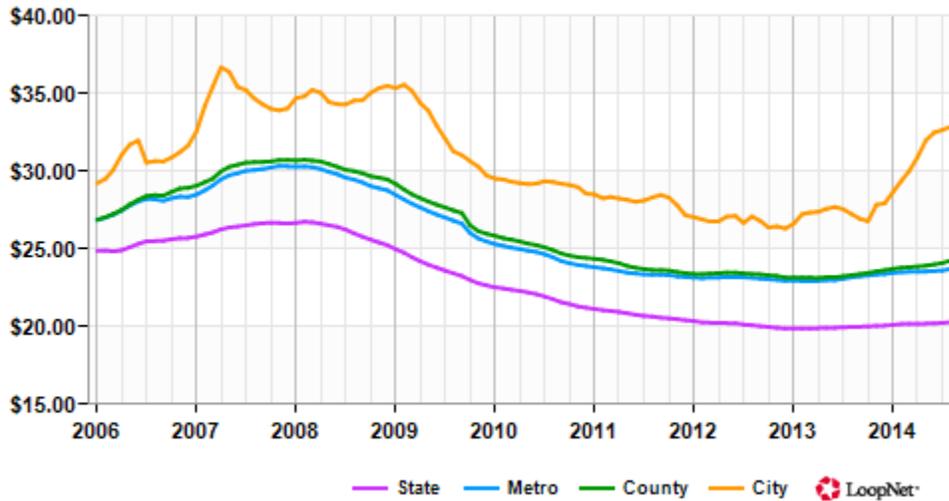
	MCC RC 2013	MCC RC 2014	ARC Store 2015	ARC Store 2016	ARC Store 2017	Notes
Operating						
Bank Charges	\$-	\$-	\$120.00	\$120.00	\$120.00	
Cash (Over and Short)	\$408.00	\$400.00	\$200.00	\$200.00	\$200.00	
POS System lease	\$-	\$-	\$4,596.00	\$4,596.00	\$4,596.00	Paid for in 5 Years
Credit Card Fees	\$9,003.00	\$8,540.00	\$6,300.00	\$6,930.00	\$7,650.00	Rate of 2%
Volunteers Expense	\$460.00	\$1,279.00	\$200.00	\$350.00	\$500.00	
Equipment Purchases	\$629.00	\$457.00	\$-	\$500.00	\$500.00	
Licenses and Fess	\$164.00	\$164.00	\$170.00	\$170.00	\$170.00	
Office Supplies	\$-	\$1,064.00				
Operating supplies	\$3,660.00	\$5,967.00	\$3,780.00	\$4,158.00	\$4,590.00	Rate of 1.2%
Postage and Shipping	\$90.00	\$10.00	\$25.00	\$45.00	\$65.00	
Professional Fees – Legal/Accounting	\$2,063.00	\$4,000.00	\$4,000.00	\$4,400.00	\$5,000.00	
Sales Tax	\$-	\$-	\$-	\$-	\$-	
Travel/Truck	\$-	\$1,000.00	\$4,000.00	\$4,400.00	\$5,000.00	
Total Operating	\$16,477.00	\$22,881.00	\$23,391.00	\$25,869.00	\$28,391.00	7% in year 3
Advertising						
Marketing	\$360.00	\$368.00	\$4,000.00	\$2,000.00	\$2,000.00	
Website	\$-	\$-	\$250.00	\$250.00	\$250.00	
Total Advertising	\$360.00	\$368.00	\$4,250.00	\$2,250.00	\$2,250.00	1% in year 3
Total Expenses	\$208,847.00	\$216,593.00	311,378.00	\$319,387.00	\$327,254.00	86% in year 3
NET INCOME	200,899.00	221,800.00	\$3,622.00	\$27,113.00	\$55,246.00	

Appendix F: Sales Forecast



Appendix G: Rent Trends - Retail Property Asking Price

Asking Rent Retail for Lease Pasadena, CA (\$/SF/Year)

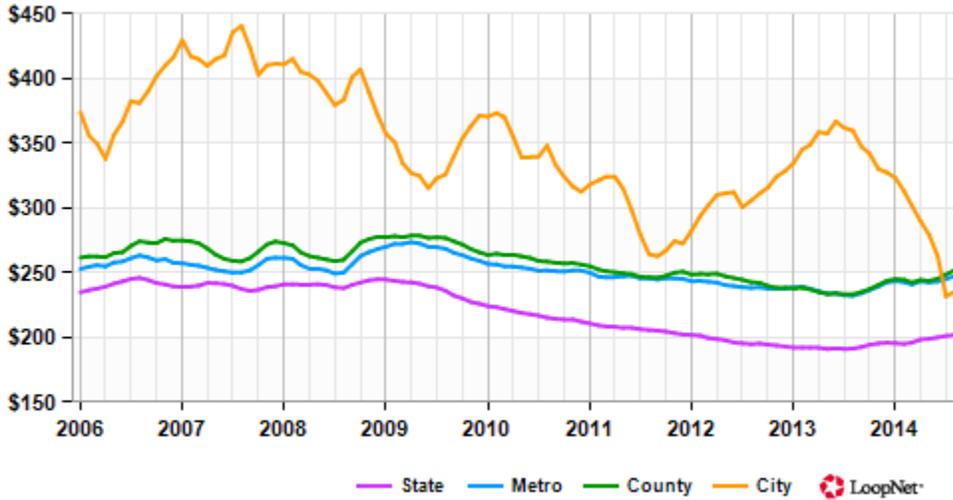


	Aug 14	vs. 3 mo. prior	Y-O-Y
State	\$20.30	+0.5%	+1.6%
Metro	\$23.74	+0.7%	+2.4%
County	\$24.28	+1.5%	+4.0%
City	\$32.89	+2.8%	+20.6%

The average asking rental rate per ft²/year for Retail Commercial properties in Pasadena, CA as of Aug 14 was \$32.89. This represents an increase of 2.8% compared to the prior 3 months, with an increase of +20.6% year-over-year. County-wide, average rental rates in Pasadena are +1.5% higher at \$24.28 per ft²/year for Retail Commercial properties currently for lease.

Appendix H: Sale Trends - Retail Property Asking Price

Asking Prices Retail for Sale Pasadena, CA (\$/SF)



	Aug 14	vs. 3 mo. prior	Y-O-Y
State	\$202.00	+1.5%	+5.5%
Metro	\$247.52	+2.1%	+6.5%
County	\$252.07	+3.4%	+8.0%
City	\$235.49	-15.8%	-34.5%

Current Pasadena market trends data indicates a decrease of -15.8% in the median asking price per ft² for Retail Commercial properties compared to the prior 3 months, with a decrease of -34.5% compared to last year's prices. County-wide, asking prices for Retail Commercial properties are 3.4% higher at \$252 per ft² compared to the current median price of \$235 per ft² for Retail Commercial properties in Pasadena, CA.

Appendix I: Demographics of Pasadena and Surrounding Cities

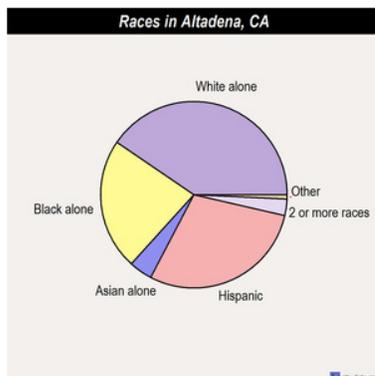
	Altadena	Arcadia	Pasadena	Sierra Madre	South Pasadena	Temple City
Population in 2012 (+% since 2000)	42,777 (+0.4%)	51,497 (+8.4%)	138,547 (+3.4%)	11,016 (+4.1%)	25,860 (+6.5%)	36,099 (+8.2%)
Gender male/female	20,532/ 22,245 (48%/52%)	27,362/ 30,135 (47.6%/52.4%)	68,832/ 69,715 (49.7%/50.3%)	5,397/ 5,619 (49%/51%)	12,310/ 13,550 (47.6%/52.4%)	17,280/ 18,819 (47.9%/52.1%)
Age¹	41.8	43.1	37.1	46.6	40.1	42.0
Median Income²	\$78,081	\$72,886	\$65,423	\$85,118	\$79,335	\$60,452
Education:						
High school or higher	86.3%	91.2%	88.9%	96.4%	96.9%	86.0%
BA or higher	42.7%	53.4%	53.9%	57.1%	62.8%	35.9%
Graduate or professional degree	18.5%	20.1%	23.4%	27.2%	30.6%	12.9%
Unemployed	10.5%	5.9%	10.9%	9.2%	6.5%	7.2%

1 - CA: 32.1

2 - CA: \$58,328

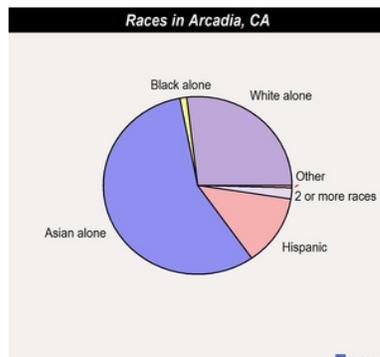
Ethnicity

Altadena:



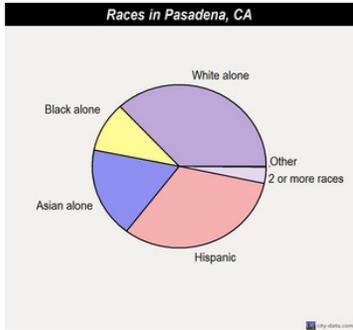
- White alone - 17,838 (40.0%)
- Hispanic - 13,086 (29.4%)
- Black alone - 9,903 (22.2%)
- Asian alone - 2,079 (4.7%)
- Two or more races - 1,412 (3.2%)
- Native Hawaiian and Other Pacific Islander alone - 135 (0.3%)
- Other race alone - 113 (0.3%)
- American Indian alone - 12 (0.03%)

Arcadia



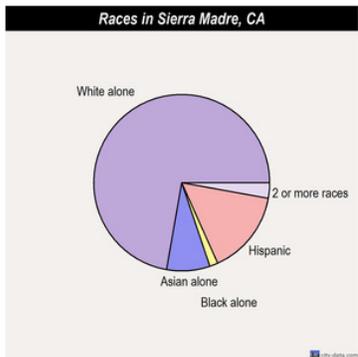
- Asian alone - 32,109 (56.8%)
- White alone - 15,360 (27.2%)
- Hispanic - 6,686 (11.8%)
- Two or more races - 1,209 (2.1%)
- Black alone - 784 (1.4%)
- Native Hawaiian and Other Pacific Islander alone - 159 (0.3%)
- American Indian alone - 96 (0.2%)
- Other race alone - 94 (0.2%)

▪ Pasadena



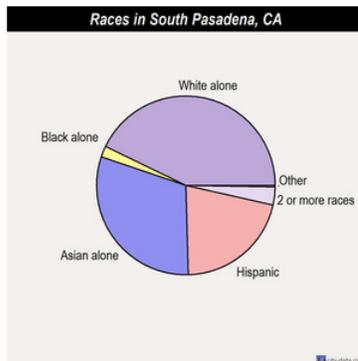
- White alone - 56,581 (40.8%)
- Hispanic - 39,829 (28.7%)
- Asian alone - 21,043 (15.2%)
- Black alone - 15,328 (11.1%)
- Two or more races - 5,039 (3.6%)
- Other race alone - 504 (0.4%)
- American Indian alone - 116 (0.08%)
- Native Hawaiian and Other Pacific Islander alone - 112 (0.08%)

▪ Sierra Madre



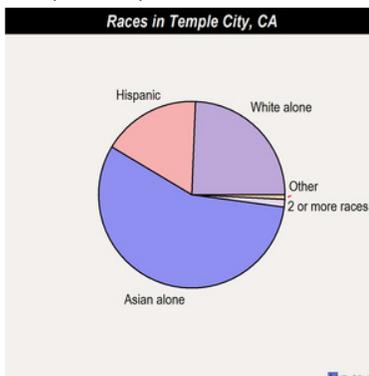
- White alone - 7,891 (72.3%)
- Hispanic - 1,628 (14.9%)
- Asian alone - 815 (7.5%)
- Two or more races - 315 (2.9%)
- Black alone - 191 (1.7%)
- Other race alone - 39 (0.4%)
- American Indian alone - 30 (0.3%)
- Native Hawaiian and Other Pacific Islander alone - 8 (0.07%)

▪ South Pasadena



- White alone - 10,590 (41.4%)
- Asian alone - 7,913 (30.9%)
- Hispanic - 5,652 (22.1%)
- Two or more races - 852 (3.3%)
- Black alone - 520 (2.0%)
- American Indian alone - 32 (0.1%)
- Native Hawaiian and Other Pacific Islander alone - 25 (0.10%)
- Other race alone - 19 (0.07%)

▪ Temple City



- Asian alone - 20,017 (56.2%)
- White alone - 8,440 (23.7%)
- Hispanic - 6,186 (17.4%)
- Two or more races - 666 (1.9%)
- Black alone - 155 (0.4%)
- Other race alone - 108 (0.3%)
- American Indian alone - 37 (0.1%)

Appendix J: Sample Job Description



MCC Thrift Shop Position

Assignment Title: Shop Manager Full Time Equivalent: 1.0 FTE

Date Required: Available now

OVERVIEW: The shop manager is responsible for the daily operations of MCC Thrift Store Rancho Cucamonga. This person is responsible to the board of directors and relates to the broader MCC Thrift shop Network.

MISSION: As a network of not-for-profit Thrift Shops, we support the local and global relief, development and peace projects of Mennonite Central Committee (MCC).

CORE VALUES: We commit ourselves to Christian faith in action by; offering a friendly, caring presence in the community, volunteering our time and talents, receiving and reselling donated items, informing the churches and community of the MCC mission and supporting the mission of MCC by generating income.

QUALIFICATIONS:

- Marketing/merchandising ability
- Aptitude for business development
- Retail management experience - essential
- Ability to recruit and coordinate volunteers required
- Excellent communication and relation building skills needed
- Computer skills - proficiency in Microsoft Office and email necessary
- Willingness to work as a team with board, assistant managers and volunteers
- Experience in thrift shop operations preferred
- Knowledge of MCC helpful
- Physically able to be on feet and lift a minimum of 35 lbs.

DUTIES:

Volunteer Coordination

- Coordinate the work of volunteers by maintaining the volunteer schedule for each area of the shop and an overall list of volunteers with contact information.
- Recruit, interview, orientate and train volunteers.
- Support the work of volunteers by expressing appreciation both formally through volunteer appreciation events and informally on a day to day basis.

Retail Operations

- Manage the daily operations of the shop, including opening and closing, make bank deposits and assist volunteers with customer service requests.
- Expand knowledge in thrift shop practices; implement new ideas of efficiency and safety.
- Increase the amount of customers and profits of the shop by maintaining and improving the appearance and selection of the retail floor through donation rotation and creative merchandising.

Promotion

- Promote the mission of the shop and MCC to various constituencies and the community both in the shop and outside the shop.
- Create a schedule of special promotions and sales and advertise them in house and through the local media.

Planning

- Report shop activities and future plans to the board at board meetings. Regularly communicate with the board chair.
- Monitor sales and expenses as related to the annual budget set by the board and/or finance committee.
- In tandem with the board, create strategic plans and implement ideas and vision for the shop.
- Establish and maintain store policies.
- Hold regular managers meetings with assistant managers and key department leaders.