

Glow Hall: Financial Position, History and Operating Plan

Current standing, founder funding, preservation and standalone marketing and fundraising, and café planning

Planning assumptions as of October 13, 2026. Historical financial records are through October 9, 2026; cash snapshots carry their stated October 9-11, 2026 dates. Historical amounts and scenarios do not establish current cash or outstanding obligations.

Aligned with the standalone Marketing, Fundraising & Community Partnerships Manager plan: \$22/hour, 25 paid hours weekly as a planning assumption, plus 10% of attributable new private-rental contribution after delivery costs. A 16% employer-cost allowance applies to wages and commission; health insurance is excluded. The role has no café duties or payroll-saving credit, and café catering is not commissionable or attributed to it.

The \$35,000 six-month trial is independent of any café investment. Continuation requires the full role portfolio to produce sufficient actual net earned contribution and usable support, with a credible funded next period. Separate founder administration pay remains \$0 until sustainable beyond break-even; paid event, teaching and café delivery work stays in its delivery budget.

Glow Hall: the financial picture

Average month, July-September 2026: \$5,371 in income, \$6,573 in operating costs and a \$1,202 shortfall. Income includes admissions, concessions, venue hire, other receipts and community support. Costs include artists, rent and venue operations.

Income covered 81.7% of comparable operating costs using management cash estimates. Excluding estimated cash admissions and concessions, the comparable coverage measure is 64.61%. Historical results do not include a separate ongoing founder salary.

The separate founder administration salary is deferred until Glow Hall operates beyond break-even and can sustain that additional cost. Actual café and event shifts remain paid within the relevant role budgets. A future administration salary is not an expense in these launch cases.

Historical financial records through October 9, 2026. Income includes management estimates of cash admissions and concessions. Quarterly costs include artist reserves. Founder financing is separate from operating income and expense.

Income is covering more of our costs

Income coverage rose from 19.5% in the launch quarter to 81.7% in July-September 2026. The improvement reflects reported operating activity, including estimated cash sales. It does not establish that the business has reached break-even.

Quarterly income and operating costs

Period	Income	Costs including reserve	Coverage
Launch quarter: Q3 2025	\$2,262.74	\$11,593.39	19.52%
Q4 2025	\$7,688.25	\$13,652.57	56.31%
Q1 2026	\$9,024.61	\$12,926.60	69.81%
Q2 2026	\$10,821.94	\$13,692.24	79.04%
Q3 2026	\$16,113.22	\$19,720.20	81.71%

Historical financial records through October 9, 2026. Income includes management estimates of cash admissions and concessions. Quarterly costs include artist reserves. Founder financing is separate from operating income and expense.

A strong July, a quieter August

The latest quarter varied substantially by month. Monthly venue expenses exclude the additional quarterly artist reserve. Adding the \$326.15 reserve brings the quarterly shortfall to \$3,606.98.

July-September 2026

Month	Income	Venue expenses	Income less expenses
July	\$9,047.30	\$8,719.10	\$328.20
August	\$2,181.07	\$4,140.13	-\$1,959.06
September	\$4,884.85	\$6,534.82	-\$1,649.97
Quarter	\$16,113.22	\$19,394.05	-\$3,280.83

Historical financial records through October 9, 2026. Income includes management estimates of cash admissions and concessions. Quarterly costs include artist reserves. Founder financing is separate from operating income and expense.

Where our income comes from

Average monthly income in July-September 2026 was \$5,371. Admissions and concessions include management cash estimates. The quarter's total income was \$16,113.22.

Average month, July-September 2026

Income stream	Monthly average
Admissions	\$3,878
Concessions	\$808
Private events / venue hire	\$217
Other customer receipts and rewards	\$349
Community support	\$119
Total income	\$5,371

Historical financial records through October 9, 2026. Income includes management estimates of cash admissions and concessions. Quarterly costs include artist reserves. Founder financing is separate from operating income and expense.

Monthly bills, supplies and artist costs

Regular bills averaged \$3,213 a month. Stock, supplies and event costs averaged \$646. Artist and creative-contractor costs vary by programme and show.

Average month, July-September 2026

Operating cost	Monthly average
Rent	\$2,625
Electricity	\$383
Internet	\$67
Website and business services	\$32
Apps and subscriptions	\$74
Insurance	\$32
Concession stock and artist hospitality	\$224
Supplies, cleaning and repairs	\$373
Promotion, fees and transport	\$49
Artists and creative contractors, including reserve	\$2,715
Total operating costs	\$6,573

Historical financial records through October 9, 2026. Income includes management estimates of cash admissions and concessions. Quarterly costs include artist reserves. Founder financing is separate from operating income and expense.

Rounded monthly categories may differ slightly from the rounded total.

Artists and rent absorb most of our income

After artist and creative-contractor costs and rent, the latest quarter left \$94.07 for all other venue costs. This explains why a well-attended event can still leave the venue needing additional income.

July-September 2026

Quarter income and costs	Amount
Income	\$16,113.22
Artists and creative contractors, including reserve	-\$8,144.15
Income after artist costs	\$7,969.07
Rent	-\$7,875.00
Remaining after artists and rent	\$94.07
Other venue costs	-\$3,701.05
Operating result	-\$3,606.98

Historical financial records through October 9, 2026. Income includes management estimates of cash admissions and concessions. Quarterly costs include artist reserves. Founder financing is separate from operating income and expense.

Private events bring income we retain

Recorded venue-hire receipts total \$3,950. The current birthday and graduation venue fee is \$600 per booking. Fees are income before staffing, supplies and processing costs; future bookings are not assured.

Recorded venue-hire receipts

Receipt period	Fees collected
July-December 2025	\$550.00
January-September 2026	\$3,400.00
Total	\$3,950.00

The 2025 amount includes a \$300 deposit for a 2026 booking. Deposits and balances are counted once, by receipt date. Rate stated by the founder in October 2026.

Additional rental income

At a \$600 fee and \$100 direct cost per straightforward booking, each new rental contributes \$500 before eligible private-rental commission and shared overhead. Four rentals produce \$2,000 before commission, equal to 76% of the \$2,625 rent. If attributable to the manager, the four retain \$1,768 after commission and its employer allowance, before fixed manager costs.

Bookings / month	Gross fees	Contribution after \$100 direct cost / booking	Contribution as share of rent
2	\$1,200	\$1,000	38%
4	\$2,400	\$2,000	76%
6	\$3,600	\$3,000	114%
8	\$4,800	\$4,000	152%

Gross fees of \$1,200 / \$2,400 / \$3,600 / \$4,800 equal 46% / 91% / 137% / 183% of rent before direct costs. Food and drink sales are separate. Complex setup, technical services and added event labor are quoted separately. The manager's costs and any commission are accounted for in the role and combined operating budgets.

The \$500 per-booking contribution excludes manager compensation. Eligible manager-attributed rentals pay \$50 commission plus \$8 employer allowance, retaining \$442. Rental growth is one channel in the whole role's continuation test.

More ways to book and support Glow Hall

Full-venue rentals can use Monday and Tuesday when there is no public event. Once the café opens, main-venue rentals may run alongside café service when the room and independently paid staffing permit. These are venue operating options; the manager's job remains marketing, fundraising, partnerships, grant coordination and private-event sales.

Potential rental customers include local employers, families, film makers, theater producers and community organizations. Packages need clear dates, capacity, prices, delivery responsibilities and approved service. Catering and café delivery belong to the separate hospitality budget.

The Marketing, Fundraising & Community Partnerships Manager has a six-month, \$35,000 trial at the existing venue. All 25 modeled weekly hours support audience marketing, recurring donors and memberships, community sponsorships, grant coordination and private-event sales. Continuation requires the whole role's attributable earned contribution and usable contributed support to exceed its full ongoing cost, leave positive contribution and support a credible funded next period.

The manager also markets the events already on the calendar, develops monthly donors and memberships, coordinates sponsor relationships, and maintains grant application and reporting schedules. A private-event target is one channel within that wider job.

Prospective customers, sponsors, donors, members and programme formats are opportunities, not secured demand. The standalone manager scenario shows the full role scope and mixed-channel economics.

Education tuition income

The School of Sound and Vision plan combines summer creative programmes, afterschool sessions and daytime unschool programmes. One cohort per programme, with ten enrolled participants, produces the tuition illustration below. Twelve places per cohort allow for a small group.

Collected tuition is modeled at 85% of listed fees to allow for reduced fees. Enrollment and collections are assumptions to test. Grants are not included.

First full programme-year illustration

Programme	Fee / participant / week	Programme weeks	Collected tuition
Summer creative programmes	\$225	6	\$11,475
Afterschool programmes	\$60	36	\$18,360
Daytime unschool programmes	\$90	36	\$27,540
Annual total			\$57,375

The programme calendar is January-December 2027. Opening and enrollment dates must support that calendar; a partial launch year will generate different cash flow. Summer: five three-hour sessions weekly. Afterschool: two two-hour sessions weekly. Daytime: two three-hour sessions weekly.

Source references: <https://www.theglowhall.com/youth-choir-glow-hall/> ; <https://colors-and-cocktails.com/pages/summer-art-camp-2026>

Education income after programme costs

Paid teaching, supplies, payment fees and added programme overhead are included. The plan contributes \$15,176 annually, or about \$1,265 per average month, toward the shared venue costs before any additional unbudgeted programme or management costs.

First full programme-year illustration

Annual education plan	Amount
Collected tuition	\$57,375
Paid teaching staff	\$30,938
Materials and supplies	\$5,940
Payment fees	\$1,721
Added programme overhead	\$3,600
Total programme costs	\$42,199
Contribution toward venue costs	\$15,176

Unrounded annual contribution: \$15,176.25. Lead teaching pay is \$35/hour, assistant pay \$25/hour; lead preparation adds 25% to lead teaching hours. Materials are \$15 / \$6 / \$8 per participant per programme-week for summer / afterschool / daytime. Processing is 3%; new programme overhead is \$300/month. Existing venue costs, any shared coordinator allocation and classroom startup capital are separate.

Source references: <https://www.theglowhall.com/youth-choir-glow-hall/> ; <https://colors-and-cocktails.com/pages/summer-art-camp-2026>

Monthly education contribution

The January-December 2027 illustration allocates school-year and summer weeks differently by month. These amounts describe a full delivered programme year, not guaranteed collections or immediate opening cash.

Full-year programme calendar

Month	Collected tuition	Contribution
January	\$5,100	\$1,337
February	\$5,100	\$1,337
March	\$5,100	\$1,337
April	\$5,100	\$1,337
May	\$5,100	\$1,337
June	\$2,550	\$519
July	\$5,738	\$1,722
August	\$5,738	\$1,722
September	\$5,100	\$1,337
October	\$5,100	\$1,337
November	\$3,825	\$928
December	\$3,825	\$928

Annual contribution is \$15,176.25 before rounding. Monthly school weeks: 4 / 4 / 4 / 4 / 4 / 2 / 0 / 0 / 4 / 4 / 3 / 3; summer weeks: three in July and three in August. No grant awards are assumed.

Source references: <https://www.theglowhall.com/youth-choir-glow-hall/> ; <https://colors-and-cocktails.com/pages/summer-art-camp-2026>

Expanded basement classrooms

One additional daytime cohort could contribute \$7,484 annually after its own teaching staff, supplies, fees and classroom overhead. This is additional capacity after a separately funded and approved classroom buildout; it is excluded from the main-floor base forecast.

One additional daytime cohort after buildout

Annual planning measure	Amount
Collected tuition: ten participants across 36 weeks	\$27,540
Separate programme costs	\$20,056
Contribution toward venue costs	\$7,484
Average monthly contribution	\$624

Unrounded annual contribution is \$7,483.80. Additional classroom operating overhead is \$150/month during ten programme months. Classroom startup capital requires a separate scope and supplier quotes.

Source references: <https://www.theglowhall.com/youth-choir-glow-hall/> ; <https://colors-and-cocktails.com/pages/summer-art-camp-2026>

Grants can widen access

An eligible nonprofit or fiscal sponsor could support a charitable School of Sound and Vision project that makes arts education accessible. Programme budgets should identify participants, teaching, materials, reduced fees and measurable delivery.

Qualified nonprofit partners may lead touring-artist, theater, film and workshop projects at Glow Hall. Each opportunity has its own applicant rules, and fiscal sponsorship is not accepted by every funder.

Downtown business-improvement funding may support a separate café and venue scope. Match on Main involves local selection and reimbursement. No unawarded grant income appears in the operating forecast.

Arts Fund guidance allows fiscal sponsorship. Arts Midwest requires an eligible applicant and does not accept fiscal-sponsorship applications. We will match each project to the actual applicant rules before including it in a funding plan.

The manager maintains the grant register, eligibility checks, internal deadlines, evidence, budgets and reporting schedule. The founder or authorized applicant approves commitments and submissions. Received grant support counts toward the role only to the extent it can cover eligible work or approved overhead in the correct period; pending applications remain \$0 in the cash forecast.

Michigan Arts and Culture Council: FY2027 routes

Route and applicant category	Category limits	Combined maximum
Mission Support: eligible arts and culture 501(c)(3) organizations	Operations \$25,000; facilities \$30,000; arts education \$10,000; professional development \$1,500; field trips \$1,500	\$68,000
Experience Support: eligible schools, municipalities, tribal entities and non-arts 501(c)(3) organizations	Project \$20,000; facilities \$30,000; professional development \$1,500; field trips \$1,500	\$53,000

FY2027 applications are due October 22, 2026 at 5 p.m. Eastern for work in 2027. The guidelines require a cash match equal to 25% of the grant award. Category limits and combined maximums are programme limits, not a claim that Glow Hall is eligible or will receive an award.

Potential funding routes: Kalamazoo County funding; Arts Fund; Mockingbird; Michigan Arts and Culture Council; Arts Midwest; Match on Main. Eligibility, cycles and permitted uses require confirmation for the actual applicant and project. Commercial café improvements and charitable education access require distinct budgets.

Source references: <https://www.kalcounty.gov/1337/Apply-for-County-Funding> ;
<https://kalamazooarts.org/wp-content/uploads/sites/kalamazooarts.org/images/2026/03/Arts-Fund-Guidelines-2026-1.pdf> ;
<https://mbird.org/grants/apply/> ; <https://www.michiganbusiness.org/industries/macc/macc-grants/> ;
<https://artsmidwest.org/get-support/federal-eligibility-requirements/> ; <https://www.miplace.org/small-business/match-on-main/>

FY2027 Mission Support guidelines: <https://www.michiganbusiness.org/globalassets/documents/macc/fy27-mission-support-guidelines.pdf>

FY2027 Experience Support guidelines:

<https://www.michiganbusiness.org/globalassets/documents/macc/fy27-experience-support-guidelines.pdf>

January-September 2026 results and founder funding

For January-September 2026, operating income was \$35,959.77 and costs including quarterly artist reserves were \$46,339.04, leaving a \$10,379.27 shortfall. Income covered 77.60% of costs.

Money I put into Glow Hall is financing, not customer income. The founder funding table covers the full reviewed history, rather than only the nine-month operating period. It does not establish that the same amount of cash remains available today.

Full-history founder financing in reviewed records

Measure	Amount
Founder funds contributed	\$38,128.11
Founder repayments	\$12,041.39
Founder loan outstanding	\$26,086.72

Historical financial records through October 9, 2026. Income includes management estimates of cash admissions and concessions. Quarterly costs include artist reserves. Founder financing is separate from operating income and expense.

Nine-month costs include \$982 of quarterly artist reserves. The repayment schedule, priority and current cash balance require separate confirmation before accepting new financing.

What ongoing venue support would cover

With my separate \$500-per-week administration salary deferred, the historical venue gap remains about \$1,202 a month. Retaining the planned operating cushion gives a venue-only support goal of approximately \$2,833 a month. The separately funded \$35,000 manager trial is outside this monthly bridge.

The manager’s result is reported separately from the venue’s existing gap. Actual incremental event income and usable donor, member, sponsor or allowable grant support can help cover the manager and then the venue. Existing support already in the historical baseline is not automatically new contribution generated by the role.

At six months, review the latest three reconciled months and the next 90 days of credible receipts, commitments, costs and cash. Additional event contribution, collected net gifts, memberships, sponsorships and received allowable grant support are valid ways for the role to cover its cost. Pending applications, pledges, trial capital and money restricted to other purposes do not count as operating contribution. If the whole-role test cannot be sustained, the position ends.

Rent underwriting belongs within the same venue-support need. Café startup and café staffing have separate budgets. Actual founder event, teaching and future café shifts remain in the relevant delivery budgets while separate administration pay is deferred.

Venue-only monthly bridge

Need	Monthly amount
Historical venue operating gap	\$1,202.33
Separate founder administration salary while deferred	\$0.00
Operating cushion	\$1,631.01
Venue-only monthly support goal	\$2,833.33

Amounts derive from unrounded source values; displayed rounded rows differ from the rounded goal by one cent.

The \$20,000 preservation allocation, venue-only bridge and \$35,000 manager trial follow one cash calendar; do not count rent or reserve uses twice. The illustrative mixed-role results have not been added to the historical venue figures or café base cases.

The immediate \$20,000 preservation campaign

The \$20,000 preservation campaign covers lease obligations, essential bills and an operating reserve. It is separate from the \$35,000 standalone manager trial and the \$100,000 cumulative manager-and-café campaign.

Lease and vendor allocations use October 9, 2026 records; subsequent payments and current lease status are unverified. No artist payments are outstanding as of October 13, 2026. The operating reserve is \$5,880.20.

Preservation budget | Lease and bill basis: October 9, 2026

Use	Amount
Lease catch-up and October fee	\$11,390.00
November rent	\$2,625.00
Essential vendor bills	\$104.80
Operating reserve	\$5,880.20
Preservation total	\$20,000.00

The October 9 lease record includes the \$5,625 minimum payment due October 15 within the \$11,390 allocation; later payments and current lease status are unverified. Historical artist expenses and quarterly reserves remain in the historical results. November rent and reserve uses count once across preservation and monthly bridge support.

A \$35,000 marketing, fundraising and partnerships trial

The \$35,000 request funds a standalone six-month position at the existing venue. It supports all five workstreams: audience marketing, recurring donors and memberships, sponsors and community partners, grant coordination, and suitable private-event sales. It does not settle the separate \$20,000 preservation need.

The Marketing, Fundraising & Community Partnerships Manager has a six-month, \$35,000 trial at the existing venue. All 25 modeled weekly hours support audience marketing, recurring donors and memberships, community sponsorships, grant coordination and private-event sales. Continuation requires the whole role's attributable earned

contribution and usable contributed support to exceed its full ongoing cost, leave positive contribution and support a credible funded next period.

\$22 gross hourly base for 25 paid hours weekly, plus 10% commission on attributable new private-rental contribution after direct delivery costs. A 16% planning allowance applies to base wages and commissions; it is not a payroll quote and excludes health insurance. Base wages cover gift, membership, sponsor, grant and audience-development work. Catering is a separate hospitality activity and does not enter the role's attribution or commission basis.

Weekly planning allocation: seven hours for audience marketing, five for donors and members, four for sponsors and partnerships, three for grant coordination, four for private-event sales and coordination, and two for measurement. Use actual time records to refine priorities within 25 paid hours.

The standalone manager plan includes a mixed-channel illustration: \$4,084.50 in retained monthly contribution and \$469.83 after the \$3,614.67 fixed monthly role cost. It includes four new rentals, additional turnout at eight existing shows, 40 active donors, 30 active members and three sponsors. It is an incremental testing scenario, not secured income or an automatic addition to the café forecast.

In the mixed case, retained contribution comprises \$1,768 from rentals after loaded commission, \$560 from extra existing-event turnout, \$582 from donors after processing, \$522 from memberships after processing and benefits, and \$652.50 from sponsors after processing and fulfillment. No grant income, café income, catering attribution or staffing-saving credit is assumed.

Nine new rentals a month is only the single-channel benchmark when private rentals alone fund the position. It is not the job's required quota. The whole role may succeed through a different mix of collected earned income and usable support.

At six months, review the latest three reconciled months and the next 90 days of credible receipts, commitments, costs and cash. Additional event contribution, collected net gifts, memberships, sponsorships and received allowable grant support are valid ways for the role to cover its cost. Pending applications, pledges, trial capital and money restricted to other purposes do not count as operating contribution. If the whole-role test cannot be sustained, the position ends.

The illustrative six-month ramp reaches a positive sixth month, but its final three months together remain negative by \$668.85. That ramp is not an automatic renewal case. The position needs sustained coverage and a credible funded next period.

Six-month standalone manager budget

Use	Amount
Base wages: \$22 × 25 hours × 26 weeks	\$14,300.00
Employer allowance on base: 16%	\$2,288.00
Marketing: \$750 × 6	\$4,500.00
Tools: \$100 × 6	\$600.00
Recruitment and setup	\$1,500.00
Fixed trial uses	\$23,188.00
Contingency and runway	\$11,812.00
Total trial funding	\$35,000.00

Illustrative monthly whole-role contribution

Measure	Cautious	Mixed	Stronger
Retained earned contribution and usable support	\$1,933.50	\$4,084.50	\$6,235.50
Recurring fixed role cost	(\$3,614.67)	(\$3,614.67)	(\$3,614.67)
Net contribution after modeled role cost	(\$1,681.17)	\$469.83	\$2,620.83

Private-rental commission and its employer allowance are already deducted in retained contribution. Other channels are paid through base wages. Scenario inputs are illustrative and incremental, not committed receipts or automatic additions to café results.

Recurring fixed role cost is \$43,376 a year / \$3,614.67 a month before earned private-rental commissions. Setup is included only in the trial. Each \$600 private rental with \$100 direct costs retains \$442 after the \$50 commission and \$8 employer allowance.

Mixed assumptions: four new rentals; eight existing shows each gaining 20 paid attendees at \$15 with 70% artist share and \$1 added cost per attendee; 40 new active donors at \$15; 30 new active members at \$20; three new monthly sponsors at \$250. Gifts retain 97%; memberships and sponsors retain 87%. No extra concession revenue or grant award is assumed.

The role is costed once. A rental already included in a café case cannot be counted again in the mixed-role illustration. The same gift, membership payment, sponsor receipt or grant allocation cannot fund two lines or periods. Extra ticket contribution is measured after artist shares, fees and added delivery costs, not at the full ticket price.

Track the manager trial, ongoing manager cost, café startup and the separate preservation allocation in a dated cash schedule. Unspent trial funding is not income generated by the role. Any later use of genuinely unspent funds depends on the funding terms and outstanding obligations; no transfer to café expansion is promised.

A favourable illustrative monthly result does not replace actual six-month evidence and the next-period funding review.

An optional path from the standalone trial to a future cafe

The \$35,000 trial stands on its own. Hiring and retaining the Marketing, Fundraising & Community Partnerships Manager does not require a cafe investment, cafe shifts or cafe payroll savings. Any later cafe launch is a separate decision, with beer-and-wine approval, full staffing, quotes, scope and cash reviewed independently.

The conservative phased cafe opening case has (\$43,174.00) first-year operating cash and a \$55,000 reserve. Including a fully consumed \$35,000 trial allocation, the sequential comparison is \$138,278.03. This comparison includes the full ongoing standalone role in the cafe year but no assumed donor, membership, sponsorship or attendance gains. Its rental-only role benchmark is incomplete; this forecast does not itself approve role renewal.

The carry-forward alternatives below ask what changes if the trial proves recurring activity that continues into the cafe opening year. One uses nine new private rentals each month as a rental-only benchmark. The other uses four rentals plus \$2,316.50 monthly net from additional turnout, donors, members and sponsors. Nine rentals is not a universal job quota. Use actual attributable net results across the full role portfolio to assess continuation.

The mixed alternative uses the same illustration as the standalone role plan: 20 additional paid tickets at each of eight existing shows contributes \$560; 40 new donors averaging \$15 contributes \$582; 30 distinct members averaging \$20 contributes \$522; and three sponsors averaging \$250 contributes \$652.50. These are hypothetical volumes, not sold packages or secured support. Private rentals retain \$442 each after \$100 delivery cost and loaded commission. Support and attendance figures are net of the planning costs specified in the role model; no pending grant income is assumed.

In both carry-forward cases the reserve rounds to \$30,000 and the comparison totals \$113,278.03 before crediting actual available trial cash. A \$100,000 cumulative raise could fit only if at least \$13,278.03 remains unrestricted and available from the trial after all trial and venue obligations. That exceeds the \$11,812 budgeted contingency by \$1,466.03. This is a cash reconciliation requirement, not an assumed saving or a second receipt.

The illustrative six-month mixed ramp leaves \$17,701.84 after the modeled venue-gap support, but the final three months still show a \$668.85 role shortfall in total. The cash illustration therefore does not pass the recommended trailing-three-month role test. Neither that hypothetical ending balance nor the budgeted contingency can be promised to the cafe before real collections, costs, restrictions and liabilities are reconciled.

The role must earn continuation through actual attributable contribution and usable support, with a credible funded next period. Separately test the whole venue budget. Before any cafe commitment, demonstrate demand, verify the ability to deliver and retain that support, secure alcohol and premises approvals, fund the full cafe roster, and protect required cash. If those conditions fail, retain the standalone trial approach or revise the future cafe scope and funding target.

The \$20,000 preservation campaign, outstanding obligations not included in the forecast, and unpriced School of Sound and Vision startup remain separate. A transfer of remaining funds must be permitted by their restrictions. Reserve calculations use peak monthly cumulative loss plus a \$10,000 planning cushion rounded up to the next \$5,000; they exclude financing, taxes, inventory buildup and intramonth timing.

Alternative carry-forward illustrations, each evaluated separately

Case	Rentals / month	Other net support / month	Year 1 operating cash	Cafe reserve	Total before actual trial cash credit
Rental-only benchmark	9	\$0.00	(\$11,350.00)	\$30,000	\$113,278.03
Mixed-role illustration	4	\$2,316.50	(\$10,072.00)	\$30,000	\$113,278.03

Same phased cafe sales, separate full cafe payroll, full standalone-role costs and catering ramp. Neither case includes education cash. The mixed-role streams are counted once, above the existing venue baseline. These alternatives are not added together.

What the \$100,000 cumulative target would require

Measure	Amount / condition
Standalone trial allocation	\$35,000.00
Café startup allowances, excluding reserve	\$48,278.03
Cafe reserve in either carry-forward illustration	\$30,000.00
Sequential total if the entire trial allocation has been consumed	\$113,278.03
Actual cash remaining from trial required to fit \$100,000	\$13,278.03
Budgeted trial contingency before operating income or additional uses	\$11,812.00
Additional available cash needed beyond that entire contingency	\$1,466.03
Conservative cafe ramp with fully consumed trial allocation	\$138,278.03

Rental-only benchmark - cafe opening year

Month	Cafe sales	Rental + catering gross	Other net support	Net operating cash	Cumulative cash
1	\$5,072	\$5,400	\$0	(\$5,574)	(\$5,574)
2	\$6,521	\$6,150	\$0	(\$4,294)	(\$9,868)
3	\$7,970	\$6,150	\$0	(\$3,353)	(\$13,221)
4	\$9,419	\$6,150	\$0	(\$2,411)	(\$15,631)
5	\$10,868	\$6,900	\$0	(\$1,131)	(\$16,763)
6	\$12,317	\$6,900	\$0	(\$189)	(\$16,952)
7	\$13,041	\$6,900	\$0	\$281	(\$16,671)
8	\$13,766	\$6,900	\$0	\$752	(\$15,918)
9	\$14,490	\$6,900	\$0	\$1,223	(\$14,695)
10	\$14,490	\$6,900	\$0	\$1,223	(\$13,472)
11	\$13,800	\$6,900	\$0	\$1,061	(\$12,411)
12	\$13,800	\$6,900	\$0	\$1,061	(\$11,350)
Year 1	\$135,551	\$79,050	\$0	(\$11,350)	(\$11,350)

Booking gross is informational; operating cash uses net contribution after delivery costs and private-rental commission. Other support is already net of its incremental costs. All cafe payroll is separately paid. No cafe staffing credit or catering commission.

Mixed-role illustration - cafe opening year

Month	Cafe sales	Rental + catering gross	Other net support	Net operating cash	Cumulative cash
1	\$5,072	\$2,400	\$2,317	(\$5,467)	(\$5,467)
2	\$6,521	\$3,150	\$2,317	(\$4,188)	(\$9,655)
3	\$7,970	\$3,150	\$2,317	(\$3,246)	(\$12,901)
4	\$9,419	\$3,150	\$2,317	(\$2,304)	(\$15,205)
5	\$10,868	\$3,900	\$2,317	(\$1,025)	(\$16,230)
6	\$12,317	\$3,900	\$2,317	(\$83)	(\$16,313)
7	\$13,041	\$3,900	\$2,317	\$388	(\$15,925)
8	\$13,766	\$3,900	\$2,317	\$859	(\$15,066)
9	\$14,490	\$3,900	\$2,317	\$1,330	(\$13,736)
10	\$14,490	\$3,900	\$2,317	\$1,330	(\$12,407)
11	\$13,800	\$3,900	\$2,317	\$1,167	(\$11,239)
12	\$13,800	\$3,900	\$2,317	\$1,167	(\$10,072)
Year 1	\$135,551	\$43,050	\$27,798	(\$10,072)	(\$10,072)

Booking gross is informational; operating cash uses net contribution after delivery costs and private-rental commission. Other support is already net of its incremental costs. All cafe payroll is separately paid. No cafe staffing credit or catering commission.

Café staffing by demand

The separate café plan begins with seven hours of counter and beverage service, a four-hour peak kitchen window and two paid preparation/cleanup hours. Full kitchen coverage follows demand. Coffee and pastries remain available during quieter service hours.

Every café shift is funded within the café staffing budget, whether the founder or another café worker fills it. The manager’s full 25 hours are assigned to marketing, fundraising, partnerships, grant coordination and private-event sales; no café shift allocation, management backup or payroll-saving credit is assumed.

The separate founder administration salary remains deferred until Glow Hall can sustain it beyond break-even. Paid work actually delivered by the founder stays in the appropriate café, event or teaching budget.

Full paid café staffing budget

Paid hours / open day	Phased opening	Full coverage
Counter and beverages	7	7
Kitchen service	4	7
Preparation and cleanup	2	3
Total paid hours	13	17
Annual café payroll envelope at \$22 / hour	\$71,500	\$93,500

250 regular days, Wednesday-Sunday, 50 weeks. The café staffing allowance is \$22 per paid hour as a blended employer cost. Downside/developing cases use phased coverage; established uses full coverage. This staffing allowance is distinct from the manager’s \$22 gross wage plus employer-cost allowance.

Added café overhead

The café plan allows \$1,500 a month above existing venue bills. These are planning allowances to replace with quotes. Current rent, subscriptions and existing venue insurance remain in the venue baseline.

The manager has a separate \$750 monthly marketing budget and \$100 tools allowance. The café’s \$300 monthly marketing allowance below funds café-specific work. Any actual overlap must be documented and counted once; no assumed overlap credit reduces these budgets.

Added café overhead

Incremental expense	Monthly allowance
Additional utilities	\$400
Insurance and annual permits	\$200
Cleaning and paper goods	\$200
Maintenance and repairs	\$200
Administration and business tools	\$200
Marketing and promotion	\$300
Total added café overhead	\$1,500

The hospitality and standalone manager budgets retain their own costs. Fixed allowances are planning inputs, not verified supplier prices.

Café and rental operating cases

These full-year café, catering and rental cases retain the earlier demand assumptions and carry both the full café staffing budget and the standalone manager's ongoing cost. The separate founder administration salary is deferred. The operating comparisons include all 25 weekly hours of the standalone role for 52 paid weeks. No role hours cover cafe shifts and no cafe payroll saving is credited. The role develops event audiences, donors, memberships, sponsors, grant applications and private rentals. After the six-month trial, actual attributable net earned income and usable support must exceed the full role cost, with a credible funded next period. The cafe pays its entire separate roster.

Private-rental commissions apply only to eligible attributable rental contribution. Catering remains a separate hospitality income stream and is not attributed or commissioned to this manager. The mixed donor, membership, sponsor and turnout examples in the standalone manager scenario are not added automatically to these café cases.

The manager's continuation decision uses actual total net contribution across the defined role, including usable contributed support. These limited café/rental scenarios do not replace that whole-role test. If the position ends, revise income expectations, duties and cash together.

Annual operating cases

Annual calculation	Downside	Developing	Established
Daily café sales	\$400	\$690	\$1,090
Café, catering and new rental gross	\$120,400	\$219,300	\$351,700
Additional rental fees included	\$14,400	\$28,800	\$43,200
Full paid café staffing budget	\$71,500	\$71,500	\$93,500
Added café overhead	\$18,000	\$18,000	\$18,000
Standalone manager full cost	\$44,768	\$46,160	\$47,552
Of which: private-rental commissions and employer allowance	\$1,392	\$2,784	\$4,176
Separate founder administration salary	\$0	\$0	\$0
Operating result after paid roles	(\$75,298)	(\$12,165)	\$49,543

Illustrative operating cases, not measured demand, contracted business, investor returns or distributions. They exclude financing payments, depreciation and income taxes. Café and beer-and-wine service require the relevant approvals. Paid café staffing and the standalone manager are both fully budgeted; founder administration pay is deferred.

Café direct-cost allowance is 35%. Catering retains 45% after products and added event labor. New rentals allow \$100 direct cost each before eligible private-rental commission. The annualized existing venue gap is \$14,427.92; \$9,696 of existing concession sales is removed from new café sales.

The café carries its own full paid staffing budget. The manager's hours remain allocated to marketing, fundraising, partnerships, grant coordination and private-event sales. No café labor replacement or staffing-saving credit enters the role or café calculations.

The role is costed once. A rental already included in a café case cannot be counted again in the mixed-role illustration. The same gift, membership payment, sponsor receipt or grant allocation cannot fund two lines or periods. Extra ticket contribution is measured after artist shares, fees and added delivery costs, not at the full ticket price.

Daily café sales needed

The primary operating threshold includes the full paid café staffing, standalone manager cost, added café overhead and existing venue gap, with separate founder administration pay deferred. It assumes four additional rentals and two \$750 catering orders monthly. Catering retains its own hospitality contribution and carries no manager commission.

Education is shown separately. The standalone manager plan's mixed-channel scenario is not assumed to provide additional cash in these café thresholds. Any actual new support or turnout contribution must be reconciled above the historical baseline without counting existing rental contribution twice.

Future founder administration pay begins only when the business can sustain it after all paid roles, required financing payments and its cash reserve. Reaching break-even before adding that pay does not itself fund the new expense.

Phased-service break-even cases

Planning basis	Daily café sales needed
Paid roles and existing venue gap; founder administration deferred	\$765
Same plan including separate education contribution	\$671
Later \$500/week founder administration allowance; excludes education	\$925

Illustrative planning thresholds under the standalone manager scope. No café staffing credit applies. The future-pay comparison adds \$26,000 yearly founder administration pay to the same plan before education; it is not part of launch expense.

Café and tavern investment

The \$35,000 manager trial is standalone funding for the existing venue. It is also the first stage within the broader \$100,000 manager-and-café campaign framework. The \$20,000 preservation campaign remains separate. Café expansion is a separate future project with its own staffing, working capital and approval requirements.

The earlier manager-plus-café allowance baseline was \$103,278.03: \$35,000 for the manager trial and \$68,278.03 for the earlier café-and-tavern scope. Its \$3,278.03 gap above a \$100,000 campaign was an allowance comparison, not proof of a sufficient opening reserve.

Under the full-staffing cash model, café opening reserve is \$55,000. The combined planning requirement is \$138,278.03, leaving \$38,278.03 beyond the \$100,000 framework. The separate \$20,000 preservation need is additional.

The café plan includes beer-and-wine service, subject to approvals. Its earlier capital table below retains the \$20,000 working-capital allowance for comparison. The cash-modeled requirement replaces that reserve; it does not add a second café reserve.

Earlier conditional expansion capital budget

Use	Planning budget
Equipment, tax, delivery, supplies and connections	\$15,778.03
Reviews, coverage, training, inventory and contingency	\$7,500.00
Opening working-capital allowance	\$20,000.00
Café and working-capital subtotal	\$43,278.03
Conditional licensing allowance	\$25,000.00
Earlier conditional expansion total	\$68,278.03

Funding reconciliation

Funding measure	Amount
Manager trial goal	\$35,000.00
Earlier café-and-tavern allowance	\$68,278.03
Earlier manager-plus-café allowance baseline	\$103,278.03
Cumulative manager-and-café campaign goal	\$100,000.00
Gap under earlier allowance baseline	\$3,278.03
Cash-modeled café opening reserve	\$55,000
Cash-modeled phased-ramp combined funding requirement	\$138,278.03
Cash-modeled gap beyond \$100,000 campaign goal	\$38,278.03
Preservation campaign, separate from all rows above	\$20,000.00

Track the manager trial, ongoing manager cost, café startup and the separate preservation allocation in a dated cash schedule. Unspent trial funding is not income generated by the role. Any later use of genuinely unspent funds depends on the funding terms and outstanding obligations; no transfer to café expansion is promised.

Licensing assumes the approved development-district route and accepted qualifying prior building investment. New qualifying construction, education startup and classroom expansion remain separately funded. Expanded service hours use a different cash model. The selected scope, supplier quotes and dated opening calendar control final capital needs.

Café, rentals and education together

The School of Sound and Vision contribution is a separate full-year programme assumption. Adding it to the café and rental cases does not establish opening cash, immediate enrollment or distributions. The existing venue gap, full café staffing and manager costs are each counted once.

The standalone manager's mixed-channel scenario is a separate illustration. Its total cannot simply be added here because rental contribution and the manager's fixed cost may already be present. Incorporate only verified incremental receipts and costs, with overlapping lines removed.

Full operating-year illustration

Annual calculation	Downside	Developing	Established
Café and rental result after paid roles	(\$75,298)	(\$12,165)	\$49,543
Separate education contribution	\$15,176	\$15,176	\$15,176
Combined annual operating result	(\$60,122)	\$3,011	\$64,719
Average monthly operating result	(\$5,010)	\$251	\$5,393

Full-year operating illustrations exclude financing payments, depreciation and income taxes. Founder administration remains deferred. Café demand, education enrollment, support and attribution require validation. Education assumes ten participants per cohort and its own teaching/programme budget; unawarded grants and extra basement capacity remain outside the case.

Role basis: The operating comparisons include all 25 weekly hours of the standalone role for 52 paid weeks. No role hours cover cafe shifts and no cafe payroll saving is credited. The role develops event audiences, donors, memberships, sponsors, grant applications and private rentals. After the six-month trial, actual attributable net earned income and usable support must exceed the full role cost, with a credible funded next period. The cafe pays its entire separate roster.

The role is costed once. A rental already included in a café case cannot be counted again in the mixed-role illustration. The same gift, membership payment, sponsor receipt or grant allocation cannot fund two lines or periods. Extra ticket contribution is measured after artist shares, fees and added delivery costs, not at the full ticket price.

Developing case: staffing and rentals

This comparison keeps developing café demand and education constant, defers separate founder administration pay, and includes the standalone manager on the same compensation basis. The café funds all its service hours; there is no manager labor-replacement credit.

The earlier café envelope saves \$22,000 annually with phased rather than full kitchen coverage. Four additional rentals produce \$24,000 yearly after their earlier \$100-per-booking direct-cost allowance, before the eligible private-rental commission and employer allowance included in these results.

Developing operating-plan comparison

Operating plan	Monthly result	Annual result
Full café coverage; no additional rentals	(\$3,350)	(\$40,205)
Phased café coverage; no additional rentals	(\$1,517)	(\$18,205)
Phased café coverage; four additional rentals	\$251	\$3,011
Full café coverage; four additional rentals	(\$1,582)	(\$18,989)

Illustrative cases exclude financing payments, depreciation and income taxes. These café/rental comparisons do not establish that the manager has passed the whole-role continuation test. Usable additional donor, member, sponsor, grant and turnout contribution is measured separately and reconciled before combination.

Rental fees and catering income

The \$600 venue fee and food/drink service have separate prices and costs. Catering may accompany a rental, but only its separately sold hospitality service enters the catering line. Catering contribution is not credited to the manager or included in its commission basis.

For attributable new private rentals, the model pays 10% of contribution after direct delivery costs, with a 16% employer allowance on that commission. A \$600 fee less \$100 direct cost therefore retains \$442 after the \$50 commission and \$8 employer allowance, before the manager's fixed cost.

Audience marketing, donor/member development, sponsors and grant coordination are paid through base wages. The commission does not apply to gifts, grants, memberships, sponsorships, general ticket revenue or catering. \$22 gross hourly base for 25 paid hours weekly, plus 10% commission on attributable new private-rental contribution after direct delivery costs. A 16% planning allowance applies to base wages and commissions; it is not a payroll quote and excludes health insurance. Base wages cover gift, membership, sponsor, grant and audience-development work. Catering is a separate hospitality activity and does not enter the role's attribution or commission basis.

Monthly booking-volume assumptions

Monthly planning case	Downside	Developing	Established
Additional venue rentals	2	4	6
Venue rental gross fees	\$1,200	\$2,400	\$3,600
After \$100 direct costs per rental	\$1,000	\$2,000	\$3,000
Additional catering gross	\$500	\$1,500	\$3,000
Separate catering contribution; no manager commission	\$225	\$675	\$1,350

The catering margin remains 45% after products and added delivery labor. Private-rental compensation is deducted in the combined operating forecast; contribution rows before commission are not final profit. Complex setup, technical service and additional event labor are quoted separately.

Other income opportunities

Extra performances, recurring supporters, memberships, sponsors, basement classrooms and received eligible grants are opportunities beyond the café base forecast. The stage supports music, comedy, theater and film; future movie nights, touring comedians and regional or touring theater remain programming ambitions rather than contracted engagements.

The manager's central marketing task is to improve attendance at suitable events already on the calendar. The standalone manager plan's mixed illustration uses additional paid turnout at eight existing events, not eight new shows. Measure retained ticket contribution after actual artist terms, fees and extra costs.

Each newly produced event needs its own rights or artist agreement, capacity, marketing and staffing budget. The two-show example below is a music-style artist-split illustration and is separate from the existing-event turnout example.

Optional monthly programme and support examples

Income stream	Example gross / month	Contribution / month
Two added shows, including food/drink sales	\$1,900	\$351
New recurring support	\$500	\$435
One additional basement daytime cohort	\$2,295	\$624
Grants	Only when awarded	Restricted project budget

Two-show illustration: 40 paid admissions per show at \$15, 70% artist share, \$100 event staffing per show, 25 food/drink buyers per show at \$14, 35% product/direct cost and six added café staff hours per show at \$22. These hospitality hours belong to the café delivery budget, not the manager role.

The \$500 recurring-support example deducts 3% processing and 10% fulfillment to retain \$435. The standalone manager plan distinguishes gifts at 97% retained from memberships and sponsors at 87% retained. These are different offer assumptions, not additive receipts. No fundraising or catering commission is included.

Basement programmes follow funded buildout. Received grant support is allocated only to its permitted work, expenses and period. Count each event, cohort and receipt once.

Financial basis and accountable next steps

Income includes electronic receipts and estimated cash sales. Cash concessions use \$3 per estimated audience visit. Q3 estimated cash admissions and concessions total \$3,372. Excluding them leaves \$12,741.22 in income against \$19,720.20 in costs, for 64.61% coverage.

Costs cover venue operations and artist shares, including quarterly artist reserves. Founder contributions and loan repayments are financing. Separate founder administration pay is deferred; paid founder event, teaching and future café work stays in the relevant delivery budgets.

The Marketing, Fundraising & Community Partnerships Manager has a six-month, \$35,000 trial at the existing venue. All 25 modeled weekly hours support audience marketing, recurring donors and memberships, community sponsorships, grant coordination and private-event sales. Continuation requires the whole role's attributable earned contribution and usable contributed support to exceed its full ongoing cost, leave positive contribution and support a credible funded next period.

\$22 gross hourly base for 25 paid hours weekly, plus 10% commission on attributable new private-rental contribution after direct delivery costs. A 16% planning allowance applies to base wages and commissions; it is not a payroll quote and excludes health insurance. Base wages cover gift, membership, sponsor, grant and audience-development work. Catering is a separate hospitality activity and does not enter the role's attribution or commission basis.

The café carries its own full paid staffing budget. The manager's hours remain allocated to marketing, fundraising, partnerships, grant coordination and private-event sales. No café labor replacement or staffing-saving credit enters the role or café calculations.

Role continuation is assessed across actual net event contribution, collected net donor/member/sponsor support, allowable received grant support and private-rental contribution. Nine rentals is a rental-only comparison, not the job's quota. New usable support is a legitimate result. Trial capital and pending income do not become generated contribution.

The \$35,000 manager trial is standalone funding for the existing venue. It is also the first stage within the broader \$100,000 manager-and-café campaign framework. The \$20,000 preservation campaign remains separate. Café expansion is a separate future project with its own staffing, working capital and approval requirements.

The cash-modeled combined manager-and-café funding requirement is \$138,278.03, with \$55,000 of opening reserve and \$38,278.03 beyond the \$100,000 manager-and-café framework. The earlier \$103,278.03 allowance baseline and \$3,278.03 gap remain comparative history, not the current cash conclusion.

Monthly reports cover programme delivery, attendance, income, expenses, artist payments, cash and rent. The manager dashboard tracks campaign attribution, recurring support and retention, sponsor fulfillment, grant stages and reporting, rental contribution, paid hours and actual role cost. Support: www.givebutter.com/stewardsofglowhall. Bookings: booking@theglowhall.com. Partnerships: admin@theglowhall.com.

Historical financial records through October 9, 2026. Income includes management cash estimates and costs include quarterly artist reserves. Founder financing is separate.

Operating basis: The operating comparisons include all 25 weekly hours of the standalone role for 52 paid weeks. No role hours cover café shifts and no café payroll saving is credited. The role develops event audiences, donors, memberships, sponsors, grant applications and private rentals. After the six-month trial, actual attributable net earned income and usable support must exceed the full role cost, with a credible funded next period. The café pays its entire separate roster.

The standalone manager plan includes a mixed-channel illustration: \$4,084.50 in retained monthly contribution and \$469.83 after the \$3,614.67 fixed monthly role cost. It includes four new rentals, additional turnout at eight existing shows, 40 active donors, 30 active members and three sponsors. It is an incremental testing scenario, not secured income or an automatic addition to the café forecast.