

HAITI SCHOOL STRATEGIC PLAN

Kindergarten • Fondamentale • Secondaire • Philo

Torbeck, Haiti

September 6, 2016

**“In our culture, parents say, I don’t have a lot of wealth
to leave for you, but I will leave you education.”**

Pastor Samuel Metelus

Founder, Glory Glory Center Children’s Home, Haiti



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EXECUTIVE SUMMARY

Immediately following the devastating earthquake that struck Haiti on January 12, 2010, the world mobilized to offer assistance. Within weeks, a staggering 13.5 billion dollars in aid was raised or pledged to rebuild the devastated country. Yet today—six years after the earthquake—there is little evidence that much has changed. Thousands of Haitians remain in temporary housing, are un- or under-employed, and continue to struggle to survive. Where did all the money go? And how do we intend to make a difference by building a school in southern Haiti?

WHERE DID ALL THE MONEY GO?

“Where did all the money go?” has become the question in recent years, as the world searches for evidence that the money donated in response to the earthquake was well spent. Books have been written about it, with titles such as *Humanitarian Aftershocks in Haiti* and *Catastrophe in Haiti: The Crisis that Capitalism Created*, and countless articles published, with headlines like “Has the International Community Failed Haiti?” (BBC News) and “What Does Haiti Have to Show for \$13 Billion in Earthquake Aid?” (NBC News).

Even the American Red Cross has come under scrutiny. In June 2015, NPR published a piece entitled, “In Search of the Red Cross’ \$500 Million in Haiti Relief”. According to the piece, “NPR and ProPublica went in search of the nearly \$500 million [the Red Cross raised] and found a string of poorly managed projects, questionable spending and dubious claims of success...The Red Cross says it has provided homes to more than 130,000 people, but the number of permanent homes the charity has built is six.”¹

In this same piece, author Laura Sullivan echoes the sentiments of Jonathan Katz, author of *The Big Truck That Went By: How the World Came to Save Haiti and Left Behind a Disaster*, noting that “the aid story is one of good intentions and bad policy, short-term fixes without a ground-breaking long game, Band-Aids over self-sufficiency.”

THE NGO REPUBLIC OF HAITI

Two years after the earthquake, the weekly magazine *The Nation* summarized the situation as follows:

Welcome to the NGO Republic of Haiti, the fragile island-state born, in part, out of the country’s painfully lopsided earthquake recovery. On one side are the thousands of aid organizations that came to Haiti...and built a powerful parallel state accountable to no one but their boards and donors. On the other are the many representatives of the Haitian people—elected officials, civil society leaders, businesspeople—who remain broke and undermined by the very NGOs that swooped in to help. And in between? The Haitian people themselves: impoverished, unemployed, homeless and trapped in a recovery effort that has all too often failed to meet their needs.²

How ironic that just two days after the earthquake, Elizabeth Ferris, Co-Director of the Brookings-Bern Project on Internal Displacement, predicted that this would happen. In an opinion piece published on the renowned Brookings Institute’s website, she wrote:

¹ Sullivan, L. (2015, June 3). *All Things Considered*. Retrieved from <http://www.NPR.org>.

² Klarreich, K and L. Polman. (2012, October 31). “The NGO Republic of Haiti.” Retrieved from <http://www.TheNation.com>.

...It is also important to remember that it is largely Haitian citizens and community groups who initially pawed through the rubble to try to rescue trapped victims. While they are unable to provide the scale of relief needed to respond to this tragedy, those small community groups will be central to long-term recovery efforts. There is unfortunately a tendency for internationals to take over relief operations, leaving smaller community groups to feel marginalized. This doesn't have to happen.³

RELATIONSHIP IS THE ANSWER

In response to a disaster such as the Haitian earthquake, immediate relief efforts – such as the provision of food, water, shelter, and medical care – is critical. When these immediate relief efforts become the model for long-term aid, however, it does more harm than good. According to Robert Lupton in his book *Toxic Charity*, “Giving to those in need what they could be gaining from their own initiative may well be the kindest way to destroy people.” In other words, disaster relief must transition into development...and development requires a deep understanding of the needs, wishes, and abilities of those being helped. Upton goes on to say, “There is no simple or immediate way to discern the right response without a relationship.”

When the earthquake struck in 2010, Mariners Church (Irvine, California) was already partnering with indigenous churches in Mexico, Kenya, Uganda, and Egypt. In each of these cases, the partnership had grown out of a personal relationship, nurtured over time, with local pastors who had been actively affecting change within their communities for years. When disaster struck Haiti, Mariners knew its congregation would want to help, but it didn't have a local partner to turn to. So, reacting quickly to the emergency itself, the church sent a team of medical professionals to Port-au-Prince within days of the quake to assist in the relief effort. As they tended to the sick and injured, they also began searching for inspired local pastors who were making a difference in their communities, with the hope of identifying one with whom a trusted relationship might ultimately develop into a long-term partnership.

IDENTIFYING A LOCAL HAITIAN PARTNER

The earthquake that devastated Haiti on January 12, 2010 resulted in more than 13 billion dollars in damage leaving 500,000 buildings collapsed, 250,000 people dead, and 1.5 million homeless. One of the buildings that perished in the quake was the Church of God by Faith's home church in Carrefour, a suburb of Port-au-Prince.

On their last day in Haiti, the members of Mariners' first disaster relief team visited Carrefour and were introduced to the Church of God by Faith's lead pastor, Joseph Metelus, and his son Samuel (also a pastor). Where Pastor Joseph's church once stood, a tent-city was growing, which quickly became home to 350 families. As children who had lost or been separated from their families wandered into the tent-city, Pastor Samuel took them in, and within weeks, he was caring for 52 orphaned kids. For 18 months, the tent-city remained, and the Haitian church and the American church worked together to sustain more than a thousand people with clean drinking water and medical care. As months went by, relief turned to reconstruction, and the two entities worked together to rebuild Pastor Joseph's church, dig a fresh water well, and develop a long-term plan for housing and caring for the 52 orphans.

³ Ferris, E. (2010, January 14). “Three Keys to Success for Haiti Relief.” Retrieved from <http://www.brookings.edu>.

In January 2012, what had started out as a friendship turned into a formal partnership, and the Haiti Ministry of Mariners Church was launched. Since then, others have come alongside pastors Joseph and Samuel as well, committed to helping them realize their vision. Two Southern California non-profits, in particular, have invested greatly in pastor Samuel's efforts to provide for the 52 orphans: Evolution Haiti and Harvest Craft. Together with the Haiti Ministry, these entities comprise the Haiti Hearts Fundraising Coalition.

RELATIONSHIP-DRIVEN PARTNERSHIP DEMONSTRATES RESULTS

Since the earthquake, the Haiti Hearts Fundraising Coalition has donated upwards of \$800,000 to pastors Joseph and Samuel and their church for disaster relief and reconstruction, and the results are tangible (see [Appendix A](#)). Today, Pastor Samuel's 52 children (plus a few more) live all together in Tiverny at the Glory Glory Center where they receive two balanced meals a day, attend school, and are being raised by several loving house parents under Samuel's supervision. The center itself is a 2.5-acre compound consisting of four dorms, a kitchen/open-air dining area and storage room, three chicken coops, two water wells, and a church/community center/medical clinic all-in-one (Communauté de Gloire). A locally-governed micro-finance program and an animal husbandry program, in addition to the Communauté de Gloire's own many outreach programs, are providing jobs to members of the community and creating a source of local pride and hope.

By deploying funds directly to an indigenous community church, the Coalition has successfully avoided the many pitfalls that have plagued the efforts of distant NGOs and NPOs to which so much money has been given with so few visible results. Having been in relationship now for many years, there is a high level of trust and respect between Coalition members and pastors Joseph and Samuel. The Meteluses have proven time and again that they do not take our partnerships for granted, and they respect the funds provided and those who provide them. Samuel, in particular, has proven he has the knowledge, skill, and ability to deploy these funds efficiently for their intended purpose, and the proof is in the Glory Glory Center, Communauté de Gloire, and the impact they and Sam have had on the communities of Tiverny and Torbek.

"...THE POOR, NO MATTER HOW DESTITUTE, HAVE ENORMOUS UNTAPPED CAPACITY; FIND IT, BE INSPIRED BY IT, AND BUILD UPON IT."

ROBERT D. LUPTON, TOXIC CHARITY: HOW CHURCHES AND CHARITIES HURT THOSE THEY HELP

SUSTAINABILITY IS NOW THE GOAL

Having responsibly deployed funds and seen tangible results in the areas of recovery and reconstruction, the partnerships between the Church of God by Faith and Haiti Ministry of Mariners Church, Evolution Haiti, and Harvest Craft are now entering a new phase...development with built-in sustainability.

A few years ago, we began talking with Pastor Samuel and his team about what it would take to eliminate the need for a monthly donation from America to operate the Glory Glory Center children's home. Such dependence on aid is debilitating, as it creates an atmosphere of fear and uncertainty and robs recipients of their dignity. The challenge has been creating enough in-country initiatives to fully sustain the children's home through revenue generation and/or operational expense reduction.

Though several successful initiatives have been implemented in the past, they are small in scope, bringing in less than 10% of what is required to sustain the children's home. As a result, it has become clear that Pastor Samuel needs "something big" which will generate enough free cash flow to sustain the Glory Glory Center and provide him and his team with the additional funds necessary to effectuate change through larger-scale community development.

To this end, the Haiti Hearts Coalition is asking for \$1,515,386 to be used for the construction, equipping, and one-year operation of a school that will generate enough net profit to annually fund the children's home, the church, and other local community-development projects. We thank you in advance for your time in considering this proposal and are available to answer any questions you may have regarding this exciting opportunity (see [Resources](#)).

A GREATER VISION FOR HAITI

When Pastor Samuel accepted God’s call to raise 52 children after the quake, it was part of an even larger, God-inspired vision to influence the only generation that Samuel believes can change Haiti...its youth. Recognizing that true change can only come from within, Pastor Samuel is committed to creating opportunities for Haiti’s young people to learn and to grow to become effective agents of change. His goal is to empower Haiti’s youth with the ability to think critically and creatively to solve problems, to convince them to remain in Haiti rather than join the Diaspora, and to encourage them to commit to making a difference—economically, socially, spiritually, politically—in their own homes, churches, communities, and—ultimately—their country.

“WITH EDUCATION, IT’S HARD TO MAKE IT. WITHOUT EDUCATION, IT’S IMPOSSIBLE TO MAKE IT.”

SAMUEL METELUS, PASTOR & HAITIAN CHILDREN’S HOME DIRECTOR

“CHANGE DOES NOT NECESSARILY ASSURE PROGRESS, BUT PROGRESS IMPLACABLY REQUIRES CHANGE. EDUCATION IS ESSENTIAL TO CHANGE, FOR EDUCATION CREATES BOTH NEW WANTS AND THE ABILITY TO SATISFY THEM.”

HENRY STEELE COMMAGER, AMERICAN EDUCATOR & ESSAYIST

WHY BUILD A SCHOOL?

HOW THE IDEA OF A SCHOOL CAME TO BE

Since its inception, the Glory Glory Center has relied 100% on donations from the United States. With monthly expenses of \$6,800, the cost of caring for the Glory Glory Center's 50+ children (including food, clothing, shelter, house parent care & support, electricity & clean water, school fees, books & uniforms, routine medical/dental care, physical safety & security, consistency & nurturing, skills training & leadership development, and spiritual discipleship) is \$81,600 per year. With each passing year since the earthquake, it has become more difficult for Sam's foreign partners to raise the funds necessary to sustain the center, which is why it is imperative that Samuel identify a means of generating enough income to render the center financially self-sustaining.

One year ago, Pastor Samuel approached the Haiti Ministry of Mariners Church with the idea of building a private, for-profit school which would generate enough income to cover the center's annual operating budget. At the time, the project required more research, prompting the volunteer leaders of the Haiti Ministry, Susan and David Watkins, to spend two months in Haiti with Samuel and his team (in January/February 2016) to evaluate the project, brainstorm ideas, conduct market research, assess available human resources, and run the numbers to determine whether or not a private school would meet this need. During that time, they not only determined that a private school is probably one of the only ways of generating enough income to sustain the Glory Glory Center, they confirmed that existing schools in the area are filled to capacity, with hundreds of children being turned away each year. There aren't enough quality schools to meet the demand, and parents will cut-back in any and every area in order to send their children to the best school they can afford, regardless of distance.

Pastor Samuel's plan is to locate the school along Route 2 in Torbek in Haiti's Département du Sud. It will include kindergarten, primary and secondary grades through Philo, and will double as a trade school in the afternoon. When fully operational, it will benefit 1,000 children in the local area, including the 50+ children living at the Glory Glory Center. It will provide these students with an education that is superior to that which they're currently receiving, increasing the likelihood that these kids will qualify to apply to university. For those who don't qualify, the school's evening trade school will provide opportunities for much-needed skills-training. The school is forecasted to generate enough money to sustain the \$81,600 annual operating budget of the Glory Glory Center (eliminating the need for thousands of dollars in foreign donations) as well as enough profit to fund the center's Communauté de Gloire church, its outreach programs, and a wide variety of community development initiatives, including student scholarships and financial assistance for underfunded schools in neighboring, remote areas...all of which will benefit the community as a whole.

STATE OF EDUCATION IN HAITI

"Access to quality education remains key to Haiti's social and economic development. The current state of education in Haiti, however, is not sufficient for the task. Surveys conducted by the UNDP [United Nations Development Programme] indicate that Haitians who are 25 years and older received on average only 4.9 years of education and only 29 percent attended secondary school. These statistics show that a generation of Haitian youth is at risk for not having the necessary knowledge and basic skills to succeed in the labor force and contribute to the continued development of the country. Most schools in Haiti have minimal government support, lack qualified instructors, and are relatively expensive. More than 80 percent of primary schools are privately managed by nongovernmental organizations, churches,

communities, and for-profit operators, with minimal government oversight. School expenses are often a significant financial burden for low income families. Half of public sector teachers in Haiti lack basic qualifications and almost 80 percent of teachers have not received any pre-service training.”⁴

The statistics are grim. Combined with the fact that Haiti is one of the lowest-ranked countries in the world, 177 out of 186, for national spending on education, the benefit of a school like the one we’re proposing—private, well-managed, with certified teachers, an augmented curriculum, and exceptional facilities—is undeniable.

HOW WILL PEOPLE PAY?

The average school tuition in Haiti is \$150 per year. Our students will likewise pay \$150 per year in year one. However, this price will increase annually until it reaches approximately \$400 per year.

The resulting question we are asked most often is, “How will poor Haitian families be able to pay the tuition you’re proposing?” This question stems from the erroneous assumption that no one in Haiti can afford to pay for school. In actuality, there are families who can afford and who are willing to pay for an education that will give their children the greatest opportunity for future success. There are also countless organizations in Haiti providing educational scholarships to families in need at all levels. We know the demand and the means are there, since the best schools turn away hundreds of prospective students each year because they’re full to capacity, despite their high tuitions.

HOW WILL THE SCHOOL GIVE BACK?

An exceptional education warrants higher tuition; but the purpose of that higher tuition is not to make anyone rich. Rather, Pastor Samuel and his team envision that this school, in addition to generating enough revenue to sustain the Glory Glory Center (goal #1), will become a catalyst for future community development initiatives that will benefit the area as a whole. Financial sustainability will allow Samuel and his team to continue to support the local community socially and spiritually through kids clubs, leadership development, care & recovery programs, etc. They will continue to provide business education and micro-loans to budding entrepreneurs enrolled in their ever-growing micro-finance program. They will have the means to plant new churches, which will allow them to extend the reach of their community-driven programs. But perhaps most importantly, they will “invest” a portion of the revenue into a “holding account” (managed by Organisation des Amis du Progrès, Haiti⁵) that will then be available to fund future capital projects like this one. This “capital payback program” will ensure that the funds raised to build the school will be redeployed time and time again, without the need for future fundraising.

Neither Mariners Church nor any of the Coalition partners will manage this holding account. However, one or more members of the Coalition will be appointed to the Board of Directors of Organisation des Amis du Progrès as observers. Pastor Samuel has already agreed to this request, and it has been presented to Organisation des Amis du Progrès’ existing board. Once approved, an addendum to this proposal will be provided, stating the names of those appointed.

⁴ (2016, February 29). Retrieved from <https://www.usaid.gov/haiti/education>.

⁵ A non-profit created by Pastor Samuel and his team to further the vision of Communauté de Gloire at the Glory Glory Center.

FINANCIAL TRANSPARENCY

Pastor Samuel and his team understand clearly that anyone who contributes financially to the construction and operation of this school is doing so with the expectation that their funds will be used wisely and for the purpose stated, and they are grateful for the trust shown by each and every donor. They recognize the need for full financial transparency, and in order to provide such transparency, are committed to implementing a variety of checks and balances, in partnership with Haiti Hearts Coalition members. Below is the plan for ensuring transparency in the following areas: 1) construction of the school through the deployment of capital funds and 2) operation of the school through back-office administration.

1. Construction | Deployment of Capital Funds

Capital investment will be tracked through QuickBooks® Online as a discreet company file.

Pastor Samuel and his team will be responsible for initiating the following workflow:

- Prior to fund deployment, Sam and his team will put together a Pro-Forma, which is the Haiti equivalent of an estimated Bill of Materials.
- This pro-forma will be reviewed by a Financial Committee in California (see NOTES below).
- If approved, the exact amount indicated on the pro-forma will be wired to Organisation des Amis du Progrès' bank account in Haiti.
- Once received in-country, an entry will be made into QuickBooks® Online.
- Once deployed in-country, an entry will be made into QuickBooks® Online. Hard-copy receipts will be scanned and digitally archived.

NOTES

- 1) Estimates in Haiti, even formal ones, are prone to change. The quicker funds are deployed, the less likely changes are to occur.
- 2) Pastor Samuel and his team will initiate the above workflow for all expenses incurred in Haiti. A member of the California Finance Committee will initiate this same workflow for expenses incurred in the United States.
- 3) The Finance Committee will be comprised of Dave Watkins, Susan Watkins, Dr. Edward Geehr, Christine Shook, and Lance Ryan. The Watkins are the volunteer leaders of the Haiti Ministry of Mariners Church. Dr. Geehr and Ms. Shook are members of the board of Evolution Haiti, and Lance Ryan is an individual with a heart for Pastor Samuel and his vision for Haiti.
- 4) The Finance Committee will have full access to the school's QuickBooks® company file.

2. Operation | Back-office Administration

The school's back-office administration will be facilitated by an online tool called SIGES⁶. This tool has been custom-designed to serve the needs of Haiti's schools. SIGES is a web application for the management of primary, secondary and professional education centers in Haiti. SIGES is accessible from any device (computer, mobile phone, tablet) with an integrated web browser.

This system will be used to track all aspects of the school's performance, including attendance and tuition. Should it be insufficient to fully track the financial health of the school, a separate QuickBooks® account will be created to assist.

⁶ For more information about SIGES, visit <http://logipam.com/fr>.

HAITI SCHOOL MONEY FLOW DIAGRAM

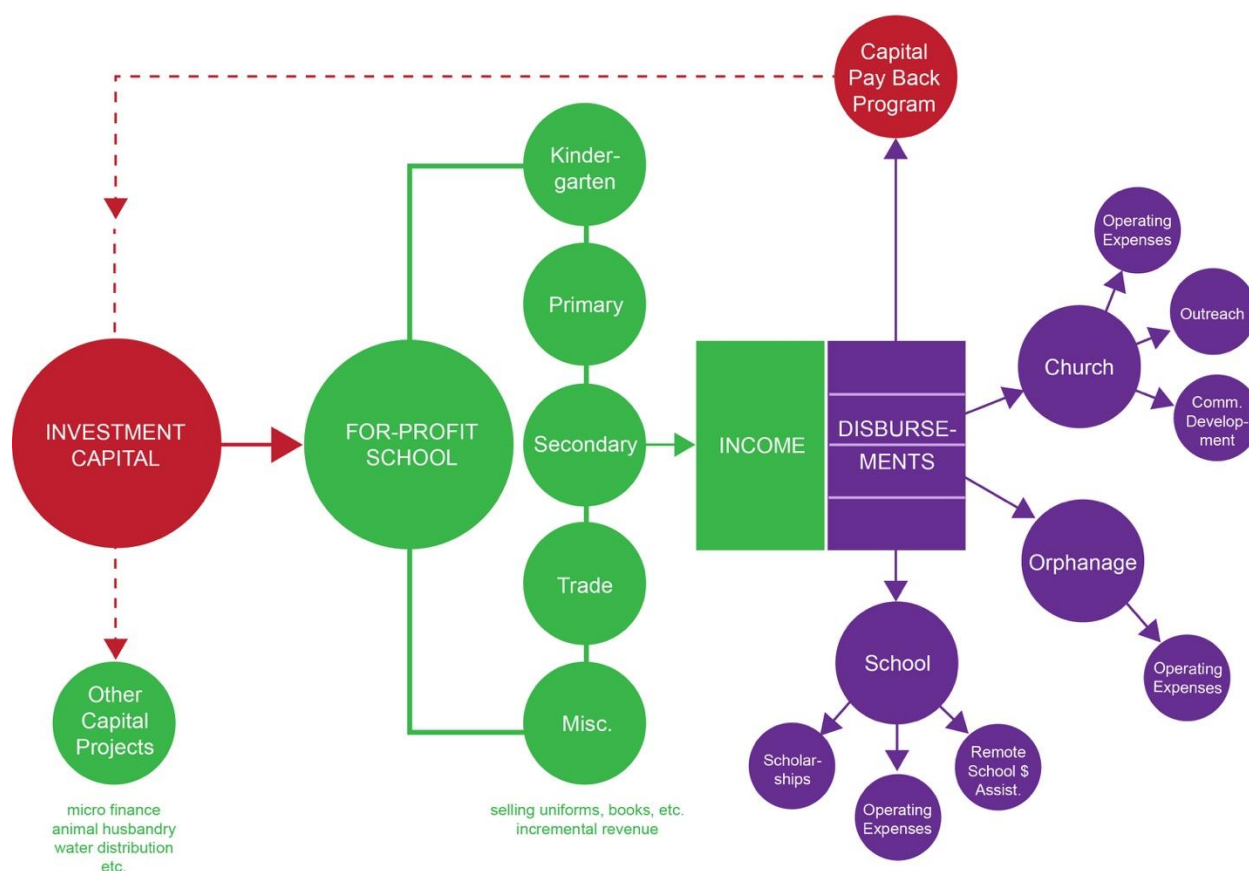


Figure 1: Money Flow Diagram

WHAT WILL MAKE THIS AN EXCEPTIONAL SCHOOL?

The best schools in Haiti have the following things in common: they are well located (easily accessible), safe and secure, fully finished (including paint and landscaping), offer a wide range of academic and non-academic activities and services, and attract (and retain) the best teachers. Pastor Samuel expects that this school will quickly become one of the top 10 schools in the area with the following advantages:

- Administrative staff committed to promoting a vision for a greater Haiti (Haitians changing Haiti)
- Perimeter wall, iron gate, and gate guard (security for children)
- Separate administration building for staff and teachers
- Well-constructed, finished buildings with landscaped grounds
- Outdoor playground area (kindergarten) and recreational spaces (all grades)
- After-school sports program (intramural and competitive)
- Trees (for shade) and covered porches (for sun and rain)
- Government-certified teachers (who will be guaranteed a monthly paycheck)
- Augmented curriculum with emphasis on languages (Creole, French, English, Spanish)
- Free, needs-based after-school tutoring
- On-site science lab for physics and chemistry
- On-site lending library with study space and free Wi-Fi (for research)

- Computer lab and lidotech⁷
- Indoor auditorium for school-wide assemblies and special events
- On-site, government-credentialed school nurse
- Evening, on-site learning labs and trade school

KINDERGARTEN | PRIMARY (FONDAMENTALE) | SECONDARY (SECONDAIRE/PHILO)

The following diagram illustrates how schools in Haiti are structured, which will be useful as we begin to discuss projected revenue and expenses, as well as construction costs. The top row describes the closest American equivalent to the Haiti structure. Philo would be equivalent to a US Grade 13.

	US Primary School					US Middle School			US High School				
	Haiti Primary (Fondamentale)									Haiti Secondary			
K	P1	P2	P3	P4	P5	P6	P7	P8	P9	S1	S2	S3	Philo
Kinder	Cycle 1				Cycle 2		Cycle 3			Cycle 4			

Figure 2: Haiti & US School Structure Comparison

“...NO TOOL CAN MORE PROFOUNDLY UNLOCK A PERSON’S ABILITY TO CHANGE HIS OR HER PLACE IN LIFE THAN ACCESS TO QUALITY EDUCATION...YET WE STILL HAVE 57 MILLION CHILDREN OUT OF SCHOOL, AND MILLIONS MORE WHO SIT IN CLASSROOMS EACH DAY BUT REMAIN ILLITERATE.”

ADAM BRAUN, *THE PROMISE OF A PENCIL*

⁷ A lidotech is an area reserved for games that improve mental awareness/processes, like chess.

FINANCIAL PROJECTIONS

WHAT ARE WE ASKING FOR AND WHAT WILL IT GENERATE?

As stated in the Executive Summary, we are asking for \$1,515,386 to be used for the construction, equipping, and one-year operation of a school that will generate enough net profit to fund the Glory Glory Center children's home in Tiverny, Haiti which has a current annual operating cost of \$81,600.

Our projections show that, not only will this school generate enough profit to sustain the Glory Glory Center, but within five years, it has the capacity to generate \$261,085 net profit per year, which can be used to sustain the Communauté de Gloire church and a host of future community development initiatives as well.

FUNDRAISING TIMELINE

Our goal is to raise \$1,515,386 within three years. This will enable us to complete construction of the school in time to start the 2019-20 school year with all grades (kindergarten through Philo) present.

Table 1: Fundraising Goals – Full School

Fundraising Goals – Full School	Amount
Construction	\$1,213,940
Furnishings & Equipment (school expenses)	\$188,400
Operating Expenses (first year)	\$27,269
American Coalition Operating Budget	\$85,777
Total Funds Required	\$1,515,386

The following table illustrates a three-year, phased build. First and foremost, land must be purchased and a perimeter wall built, both of which are included in the Year 1 totals below. Funds raised prior to Year 1 will determine whether or not this phase must be split into two phases (which could potentially delay the completion of the school by one year).

Table 2: Fundraising Goals – Phased Build

	Year 1	Year 2	Year 3	
Fundraising Goals -- Phased Build	K – P4	P5 – P9	S1-Philo	Amount
Construction	\$633,149	\$223,842	\$326,949	\$1,213,940
Furnishings & Equipment (school expenses)	\$62,800	\$62,800	\$62,800	\$188,400
Operating Expenses (first year)	\$27,269	n/a	n/a	\$27,269
American Coalition Operating Budget	\$28,592	\$28,592	\$28,592	\$85,777
Total Funds Required	\$781,811	\$315,234	\$418,341	\$1,515,386

FINANCIAL SENSITIVITY ANALYSIS

As noted above, this proposal considers a phased build. We've analyzed this approach based on four scenarios—**worst, good, better, best**—which demonstrate the impact capital funding will have on revenue and net profit (see [Appendix B](#)). Following are some highlights:

1. At no time, under any scenario, will the school be unable to pay its own operational expenses. Even in the **worst** scenario in Year 1, the school will generate a net profit of \$11,111. In the event,

however, that something unforeseen happens that prevents the school from generating a net profit in Year 1 (i.e. performing **worse than worst**), funds will have been raised in the amount of \$27,269 to offset any deficit, mitigating any loss.

2. Within one to two years, the school will be generating enough net profit to contribute to the sustainability of the Glory Glory Center, in addition to fully covering its own operational expenses. In Year 2 under the **good** scenario, the Glory Glory Center will be more than 50% sustained with money generated by the school. In the **best** scenario, it will be fully sustained, leaving a surplus that can be reinvested and/or used for community development.
3. In all but the **worst** scenario, the Glory Glory Center will be fully sustained by Year 4. However, even then, in the **worst** scenario, it will be more than 90% sustained with money generated by the school.
4. This means that, within four to five years, Mariners will be able to fully suspend its support of the Glory Glory Center, which currently costs \$81,600 per year.
5. As the school begins to generate more and more net revenue, it will immediately assume more and more of the responsibility for the operational expenses of the Glory Glory Center, allowing Mariners to immediately and proportionally decrease its monthly stipend, which will result in significant annual savings.

COMPREHENSIVE BUDGET

Appendices B-D illustrate the financial assertions made throughout this proposal:

Appendix B.....Sensitivity Analysis | Phased School Opening

Appendix C.....Gross School Revenues

Appendix D.....School Expenses

D-1 Construction Expenses

D-2 Furnishings & Equipment

D-3 Operating Expenses

D-3-A Teacher Salaries

D-3-B Administrative Salaries

Anyone interested in viewing the complete budget may do so online. A read-only version of the Excel workbook is located at <http://www.HaitiHeartsCoalition.com>.

“EDUCATION IS THE MOST POWERFUL WEAPON WHICH YOU CAN USE TO CHANGE THE WORLD.”

“NO COUNTRY CAN REALLY DEVELOP UNLESS ITS CITIZENS ARE EDUCATED.”

NELSON MANDELA, FORMER SOUTH AFRICA PRESIDENT & NOBEL PEACE PRIZE AWARDEE

IN CONCLUSION

With regard to education in Haiti, two facts are irrefutable. First, access to quality education is extremely limited. Second, without a quality education, a young person's future opportunities are extremely limited. It is our goal to build a school that will provide the children at the Glory Glory Center (in addition to thousands of other local school children) with an exceptional education resulting in the greatest opportunity for future success, while simultaneously sustaining the Glory Glory Center financially.

This for-profit school will allow the Glory Glory Center to achieve total financial sustainability within four years under the "good" scenario (within two years under the "best" scenario), thereby eliminating the need for foreign financial support at an annual cost of \$81,600 per year. The school will likewise generate enough net profit to support a wide variety of community outreach activities and development initiatives, including several which are currently on hold due to lack of funds but ready for implementation⁸. Finally, for Pastor Samuel specifically, it will eliminate the constant stress of not knowing how he is going to provide for everyone who lives and works at the Glory Glory Center should circumstances beyond his control negatively affect the donations he counts on from abroad.

"NO ONE WANTS TO BE A BEGGAR FOR LIFE."

HAITIAN ENTREPRENEUR, POVERTY INC.

At this very moment, the idea of raising \$1,515,386 is daunting. It's a big ask, but it comes with an even bigger return.

Our current investment of \$81,600 per year to keep the Glory Glory Center running ensures that 50+ children's immediate needs are met, but it does not ensure that they will be greeted with opportunities once they leave the children's home. Our investment in a school that they will be privileged to attend will dramatically improve their future chances. With an enhanced education, they will be more likely to qualify for university. They may pursue skills training in the school's trade program. Or they may find employment through the various community development initiatives the school will fund.

In 18 years, the amount of money donated to simply keep the Glory Glory Center running will reach \$1,550,400, exceeding the amount we're seeking now to build the school. Without a plan for sustainability, the center will still be dependent on the generosity of others in 18 years, 20 years, 25 years...with no end in sight. The cost of that is insupportable.

Finally, consider that, through a "capital payback program" the initial capital donated to build the school will be paid back into a "holding account" managed by Organisation des Amis du Progrès. This will ensure that the funds raised to build the school will be redeployed in Haiti time and time again, eliminating the need for future fundraising and effectively bringing the cost to build the school to zero. There's no bigger return than that!

⁸ Pastor Samuel's micro-finance program, for example, has more than 200 people on its wait list. These people have already gone through a two-month business training program and are waiting for funds to become available so they may receive a \$50 loan to start their business.

APPENDICES

APPENDIX A — ASSET ASSESSMENT | INVESTMENT SUMMARY

Table 3: Asset Assessment — Investment Summary

Haiti Asset Assessment / Investment Summary updated June 2016			
Description	Date	Investment Private	Investment Mariners
Church of God by Faith, Carrefour		\$15,000	\$78,000
Property adjacent to tent city; Intended for the orphanage; became site of new school	Apr. 2010		30,000
Truck donated to aid in construction	2011	unknown	
Water for tent city residents @ \$2,000/mo. (24 mos.)	Apr. 2010 – Apr. 2012		48,000
Fresh water well for community of Carrefour	Apr. 2012	\$15,000	
Child Sponsorship, Port Salut & Valere		\$30,000	\$165,500+
26 kids in Port Salut @ \$1,400/mo. (18 mos.)	Apr. 2012 – Sep. 2013		25,200
26 kids in Valere @ \$2,500/mo. (11 mos.)	Oct. 2013 – Sep. 2014		27,500
52 kids in Valere @ \$5,300/mo. (20 mos.) – Mariners	Oct. 2014 – May 2016	30,000	106,000
52 kids in Valere @ \$1,500/mo. (20 mos.) – Private			
Ongoing child support @ \$6,800/month	June. 2016 – ongoing		\$6,800
Glory Glory Center, Valere		\$116,000+	\$348,000
Purchase of 2.5 acres in Departement du Sud	Sep. 2012		75,000
Phase I <ul style="list-style-type: none"> Perimeter wall, barbed wire & gate Septic system, water well (potable water), cisterns, electricity hookup Big girls dorm – 13 Children 2 house parents Big boys dorm – 13 Children 2 house parents Kitchen & storage room Dorm furniture – 26 Children 2 house parents 	Oct. 2013		173,000
Phase 2 <ul style="list-style-type: none"> Little girls dorm – 13 Children 2 house parents Little boys dorm – 13 Children 2 house parents Dorm furniture – 26 Children 4 house parents 	Oct. 2014		100,000
Medical clinic / community center	Oct. 2014	50,000	
Medical equipment & supplies	Oct. 2014 – Dec. 2015	12,000	
Stipend for nurse's salary & telecommunications @ \$500/mo.	Oct. 2014 – ongoing	7,500	
Drinking water well	Oct. 2015	5,000	
Generator house, generator, electrical conduit to all GGC buildings, piping and pump for water to dorms	Mar. 2016	12,000	
Stipend for fuel to run the generator @ \$500/mo.	June 2016 – ongoing	500	
Kitchen & covered dining space	June 2016	29,000	
Community Development / Sustainability Initiatives			\$18,500
Chicken coops	Dec. 2014		3,500
Animal husbandry: pigs	Jan. 2016		15,000
Pastor Daniel's Church, Rosiere			\$31,000+
Phase I <ul style="list-style-type: none"> Foundation built and paid for by church members Walls paid for by Men's Ministry of Mariners 	Aug. 2014		25,000
Phase 2 – Roof	Apr. 2015		6,000
Phase 3 – Floor	TBD		TBD
Phase 4 – Finishing Work	TBD		TBD
Description	Date	Investment Private	Investment Mariners
School in Torbek			In Progress
Land	TBD		TBD
Construction	TBD		TBD
TOTALS		\$161,000	\$641,000
GRAND TOTAL			\$802,000

APPENDIX B — SENSITIVITY ANALYSIS | PHASED SCHOOL OPENING

Table 4: Sensitivity Analysis — Phased School Opening

	TOTAL BUDGET	YEAR 1 - PHASE 1	YEAR 2 - PHASE 2	YEAR 3 - PHASE 3	FOOTING
School Expenses	\$ 188,400	\$ 62,800	\$ 62,800	\$ 62,800	\$ 188,400
12 Months Operating Expenses	\$ 27,269	\$ 27,269	\$ -	\$ -	\$ 27,269
Construction	\$ 1,213,940	\$ 663,149	\$ 223,842	\$ 326,949	\$ 1,213,940
Coalition Operating Budget	\$ 85,777	\$ 28,592	\$ 28,592	\$ 28,592	\$ 85,777
GRAND TOTAL	\$ 1,515,386	\$ 781,811	\$ 315,234	\$ 418,341	\$ 1,515,386

***YEAR 1 - PHASE 1 INCLUDES FULL LAND PURCHASE AND PERIMETER WALL...TOTAL COST = \$400,000

IF NECESSARY...ADD A NEW PHASE 1 SPECIFIC FOR LAND PURCHASE AND PERIMETER WALL...INCREASE TO FOUR PHASES

Year 1 Phase - Grades K Through P4		YEARS 1 - 3 DO NOT Include Technical School Revenue or Expenses				
	Worst	Good	Better	Best	Notes	
Percent of Good Scenario	80%	100%	110%	120%		
Student Count	256	320	352	384		
Tuition	\$ 150	\$ 150	\$ 165	\$ 180		
Gross Revenue	\$ 38,400	\$ 48,000	\$ 58,080	\$ 69,120		
Expenses	\$ 27,269	\$ 27,269	\$ 27,269	\$ 27,269		
Net Revenue	\$ 11,131	\$ 20,731	\$ 30,811	\$ 41,851		

Year 2 Phase - Grades P5 Through P9		YEARS 1 - 3 DO NOT Include Technical School Revenue or Expenses				
	Worst	Good	Better	Best	Notes	
Student Count	456	570	627	684		
Tuition	\$ 190	\$ 190	\$ 209	\$ 251	40% YoY Increase	
Gross Revenue	\$ 86,640	\$ 108,300	\$ 131,043	\$ 171,547		
Expenses	\$ 65,120	\$ 65,120	\$ 65,120	\$ 65,120		
Net Revenue	\$ 21,520	\$ 43,180	\$ 65,923	\$ 106,427		

Year 3 Phase - Grades S1 Through Philo		YEARS 1 - 3 DO NOT Include Technical School Revenue or Expenses				
	Worst	Good	Better	Best	Notes	
Student Count	616	770	847	924		
Tuition	\$ 230	\$ 230	\$ 253	\$ 276	40% YoY Increase	
Gross Revenue	\$ 141,680	\$ 177,100	\$ 214,291	\$ 255,024		
Expenses	\$ 105,262	\$ 105,262	\$ 105,262	\$ 105,262		
Net Revenue	\$ 36,418	\$ 71,838	\$ 109,029	\$ 149,762		

Year 4 - Full Opening	YEARS 4 & 5 Include Technical School Revenue or Expenses				
	Worst	Good	Better	Best	Notes
Student Count	648	\$ 810	891	972	40% Increase/1000 Max Student Count
Tuition	\$ 270	\$ 270	\$ 297	\$ 324	40% YoY Increase
Gross Revenue	\$ 202,233	\$ 245,973	\$ 291,900	\$ 342,201	
Expenses	\$ 125,625	\$ 125,625	\$ 125,625	\$ 125,625	
Net Revenue	\$ 76,607	\$ 120,347	\$ 166,274	\$ 216,575	

Year 5 - Full Opening	YEARS 4 & 5 Include Technical School Revenue or Expenses				
	Worst	Good	Better	Best	Notes
Student Count	680	\$ 850	935	1000	40% Increase/1000 Max Student Count
Tuition	\$ 310	\$ 310	\$ 341	\$ 372	40% Increase/\$400 Max Tuition
Gross Revenue	\$ 238,073	\$ 290,773	\$ 346,108	\$ 399,273	
Expenses	\$ 138,188	\$ 138,188	\$ 138,188	\$ 138,188	10% Increase in Expenses
Net Revenue	\$ 99,885	\$ 152,585	\$ 207,920	\$ 261,085	

APPENDIX C — GROSS SCHOOL REVENUES

Table 5: Gross School Revenues

Tuition Revenue:					
Student Grade	Haiti Designation	Student Count	Monthly Revenue (USD)	TOTAL Annual Revenue (USD)	Notes
Kindergarten	K	120	\$ 1,500	\$ 18,000	***Annual revenue in this tab is based on \$150 average
First	P1 - Cycle 1	50	\$ 625	\$ 7,500	
Second	P2 - Cycle 1	50	\$ 625	\$ 7,500	
Third	P3 - Cycle 1	50	\$ 625	\$ 7,500	
Fourth	P4 - Cycle 1	50	\$ 625	\$ 7,500	
Fifth	P5 - Cycle 2	50	\$ 625	\$ 7,500	
Sixth	P6 - Cycle 2	50	\$ 625	\$ 7,500	
Seventh	P7 - Cycle 3	50	\$ 625	\$ 7,500	
Eighth	P8 - Cycle 3	50	\$ 625	\$ 7,500	
Ninth	P9 - Cycle 3	50	\$ 625	\$ 7,500	Will not be open in the first year as it is a government testing year, and the goal is to prep students in P8 to do well as they will makeup the students in this class in year two
Secondary Level 1	S1 - Cycle 4	50	\$ 625	\$ 7,500	
Secondary Level 2	S2 - Cycle 4	50	\$ 625	\$ 7,500	
Secondary Level 3	S3 - Cycle 4	50	\$ 625	\$ 7,500	
Secondary Finish	Philo	50	\$ 625	\$ 7,500	Will not be open in the first year as it is a government testing year, and the goal is to prep students in S3 to do well as they will makeup the students in this class in year two
TOTAL Revenue Haitian Dollars		\$ 1,270,500	770	\$ 9,625	\$ 115,500
TOTAL Revenue USD		\$ 115,500			
***Revenues include tuition from the 54 kids at the GGC.					
Technical School Revenue:					
Courses Offered	Students Per Course	Revenue Per Student (Haitian Dollars)	Monthly Revenue (USD)	TOTAL Annual Revenue (USD)	Notes
4	25	\$ 250	\$ 2,273	\$ 27,273	
TOTAL Revenue Haitian Dollars		\$ 300,000			
TOTAL Revenue USD		\$ 27,273			

NOTES

- At full capacity, the school will be able to enroll 70 students per grade, P1 through Philo. For budgeting purposes, we've assumed 50 students per grade.
- Average school tuition in Haiti is \$150 per year. The assumption is that tuition will increase annually as the school develops its reputation.
- How quickly tuition will rise will be determined by how many students apply. In Haiti, it's commonplace for schools to use tuition to manage their applicant pool. When more students apply than the school can accommodate, tuition generally increases, and still, the best schools turn students away because the demand is high for quality education.
- \$400 per year is currently the highest tuition paid in Torbek at Renaissance Academy (a school that is far off the main road and still under construction).
- \$700 and \$1,000 per year are currently the highest tuitions paid in Les Cayes (the largest city near Torbeck) at Frère Odier and St. Jean, respectively.

APPENDIX D — SCHOOL EXPENSES

D-1 — CONSTRUCTION EXPENSES

Table 6: School Expenses — Construction

Construction Expenses:				
Construction Items	Year Constructed	Square Meters	Cost	Notes
Land	1	Three Hectares	\$250,000	Cost for one hectare
Perimeter Wall	1	Three Hectares	\$150,000	GGC cost \$50k for one hectare
Concrete Waiting Area (12m x 24m = 288 Sq. Meters)	1	288	\$20,000	Iron chairs, overhead structure, concrete slab
Kindergarten Classrooms (5.5m x 24m = 132 Sq. Meters)	1	132	\$50,000	Separate building. Three compartments, doors, Iron bars on windows, fully secure
Kindergarten Play Area (24m x 6m = 144 Sq. Meters)	1	144	\$12,000	Playground Equipment, similar to the concrete waiting area but smaller
13 Classrooms (9m x 66m = 594 Sq. Meters) – 1 st Floor (9m x 66m = 594 Sq. Meters) – 2 nd Floor	Multiple Years	1188	\$230,000	Separate building. All non-kindergarten grades, each will fit up to 70 students
Basketball court/volleyball court/soccer field (288 Sq. Meters)	2	288	\$15,000	
Snack Bar (6m x 12m = 72 Sq. Meters)	2	72	\$30,000	Separate Building with kitchen, outdoor seating/shade and grass
Auditorium (10m x 18m = 135 Sq. Meters)	3	180	\$80,000	Separate building which will accommodate 400 kids at a time
Library/Lidotech/Computer Lab (7.5m x 18m = 135 Sq. Meters) - 2 floors	3	270	\$100,000	Separate building fully tricked out for technology
Administration Building (8m x 15m = 120 Sq. Meters) – 1 st Floor (8m x 15m = 120 Sq. Meters) – 2 nd Floor	Two Years	240	\$80,000	Separate building notes
Physics/Chemistry Lab (7.5m x 18m = 135 Sq. Meters)	3	135	\$50,000	Separate building fully tricked out for science
Storage Room (5m x 5m = 25 Sq. Meters)	1	25	\$5,000	Simple room attached to another existing structure
Generator Room (4m x 4m = 16 Sq. Meters)	1	16	\$5,000	Separate building
Toilet (48 Sq. Meters) - 2 Total (Boys and Girls)	Two Years	96	\$38,400	Separate building notes
Well for drinking water (16 Sq. Meters)	1	16	\$15,000	Piped into the buildings, includes piping
Motorcycle Parking (32 Sq. Meters)	2	32	\$5,000	
Construction Padding	Multiple Years		\$78,540	10% Pad for Variability in construction costs
TOTAL CONSTRUCTION			\$1,213,940	***Without non-building Sq. Meters
TOTAL Square Meters			3,122	2,313
TOTAL Square Feet			33,605	24,897

TOTAL Cost Per Square Meter
 (Includes Cost of Land) 524.83
 TOTAL Cost Per Square Foot
 (Includes Cost of Land) 48.76

NOTES

- Land size was determined through an evaluation conducted by a land-planning specialist with experience helping World Vision locate its various international headquarters (see [Appendix E](#)). This individual has volunteered to assess any parcels of land for maximum usability, prior to purchase.

D-2 — FURNISHINGS & EQUIPMENT

Table 7: School Expenses — Furnishings & Equipment

Capital Expenses:			
FF&E Items:	Quantity	Cost Per Item	Extended Cost
Teacher Desks	25	\$	300 \$ 7,500
Teacher Chairs	25	\$	100 \$ 2,500
Kinder Chairs	120	\$	20 \$ 2,400
School Desks	880	\$	35 \$ 30,800
Tables	24	\$	100 \$ 2,400
Computer Lab Long Tables	17	\$	500 \$ 8,500
Computer Lab Chairs	50	\$	100 \$ 5,000
Portable bookshelves for the Classrooms	25	\$	150 \$ 3,750
Built-in Bookshelves	N/A	Total For all Areas \$ 10,000	
Text books for the Library			\$ 10,000
Computers	50	\$	300 \$ 15,000
Monitors	50	\$	100 \$ 5,000
Computer Software	50	\$	185 \$ 9,250
Printers	4	\$	1,000 \$ 4,000
Chaulk Boards	20	\$	270 \$ 5,400
Video Projector and Stand	4	\$	1,300 \$ 5,200
Extension Cords	25	\$	20 \$ 500
Power Strips	25	\$	20 \$ 500
Power Whips for Computer Lab	17	\$	100 \$ 1,700
Generator	20,000	\$	1 \$ 20,000
			\$ -
Sound System	2	\$	10,000 \$ 20,000
School Bus (50-60 Seats)	1	\$	12,000 \$ 12,000
Miscellaneous	1	\$	5,000 \$ 5,000
			\$ -
			\$ -
			\$ -
			\$ -
TOTAL FF&E	186,400		\$ 186,400
Miscellaneous			
School Accreditation/Licensing	2,000	\$	1 \$ 2,000
TOTAL Miscellaneous	2,000		\$ 2,000
TOTAL Capital Expenses	188,400		\$ 188,400

NOTES

- Many of the items above were budgeted at US prices. Since the quality of US products is higher, such items would be appealing, but not essential, to set this school apart from others of its caliber.

D-3 — OPERATING EXPENSES

Table 8: School Expenses — Operating Expenses

Monthly Operation Expenses				
Item	Quantity	Cost Per Month	Annual Cost	Notes
Teacher Salaries (All Grades)			\$ 62,182	See "Primary Teacher Salary" Tab
Technical School Teacher Salaries			\$ 20,364	See "Secondary Teacher Salary" Tab
Administrative Staff Salary			\$ 19,200	See "School Administration" Tzb
Electricity	12	\$ 300	\$ 3,600	
Water			\$ -	We have our own well - zero dollars
Building Maintenance	12	\$ 500	\$ 6,000	500 Dollars per month for general maintenance
Land Maintenance	12	\$ 200	\$ 2,400	200 Dollars per month for general maintenance
Internet	12	\$ 240	\$ 2,880	Access Haiti Enterprise plan at \$120 each. We will need two
Office Expenses	12	\$ 200	\$ 2,400	200 Dollars per month for general office equipment
Gas for the Generator	1,600	\$ 3	\$ 4,800	8 gallons per day, five days a week, 40 weeks (1,600 Gallons at \$3)
Administration Software			\$ -	Backoffice Management software (www.logipam.com) FREE
Gas for the Bus	600	\$ 3	\$ 1,800	For the 52 GGC Kids - 3 gallons per day, five days a week, 40 weeks (600 Gallons at \$3)
TOTAL Operations	125,625		\$ 125,625	***Represents full opening full student count

NOTES

- Table 8 (above) shows operating expenses, in addition to teacher salaries (broken out in [Appendix D-3-A](#)) and administrative salaries (broken out in [Appendix D-3-B](#)).
- The Haitian school year runs September through June.
- Teachers will teach for ten months, but be paid for twelve (providing them with an annual salary). This will be beneficial when hiring the most qualified teachers. During the months of July and August, teachers will be available for private tutoring, ensuring that students who are struggling receive additional help.
- Administrative staff will work and be paid for twelve months.
- Since pastors Samuel and Ronald have a vested interest in the school's immediate success, they have agreed to salaries that are below average for their positions (directors of Administration and Pedagogique). As revenues increase, their salaries will be adjusted accordingly.

D-3-A — TEACHER SALARIES

Table 9: School Expenses — Teacher Salaries

Teacher Salaries - Main School:						
Teacher Grade	Haiti Designation	Teacher Count	INDIVIDUAL Monthly Salary (USD)	TOTAL Monthly Teacher Salary (USD)	TOTAL Annual Salary (USD)	
Kindergarten	K	6	\$ 82	\$ 491	\$ 5,891	
First	P1 - Cycle 1	1	\$ 82	\$ 82	\$ 982	
Second	P2 - Cycle 1	1	\$ 82	\$ 82	\$ 982	
Third	P3 - Cycle 1	1	\$ 82	\$ 82	\$ 982	
Fourth	P4 - Cycle 1	1	\$ 91	\$ 91	\$ 1,091	
Fifth	P5 - Cycle 2	1	\$ 109	\$ 109	\$ 1,309	
Sixth	P6 - Cycle 2	1	\$ 109	\$ 109	\$ 1,309	
Seventh	P7 - Cycle 3	Multiple	\$ -	\$ 591	\$ 7,091	
Eighth	P8 - Cycle 3	Multiple	\$ -	\$ 591	\$ 7,091	
Ninth	P9 - Cycle 3	Multiple	\$ -	\$ 591	\$ 7,091	
Secondary Level 1	S1 - Cycle 4	Multiple	\$ -	\$ 591	\$ 7,091	
Secondary Level 2	S2 - Cycle 4	Multiple	\$ -	\$ 591	\$ 7,091	
Secondary Level 3	S3 - Cycle 4	Multiple	\$ -	\$ 591	\$ 7,091	
Secondary Finish	Philo	Multiple	\$ -	\$ 591	\$ 7,091	
TOTAL Salary Haitian Dollars		\$ 684,000		\$ 5,182	\$ 62,182	
TOTAL Salary USD		\$ 62,182	***Total representative of full school student capacity			

Teacher Salaries - Technical School:						
Teacher Grade	Haiti Designation	Teacher Count	INDIVIDUAL Monthly Salary (USD)	TOTAL Monthly Teacher Salary (USD)	TOTAL Annual Salary (USD)	
Technical School	N/A	4	\$ 424	\$ 1,697	\$ 20,364	
TOTAL Salary Haitian Dollars		\$ 224,000				
TOTAL Salary USD		\$ 20,364				

D-3-B — ADMINISTRATIVE SALARIES

Table 10: School Expenses — Administrative Salaries

Monthly Administrative Salaries:						
Position	Position Count	INDIVIDUAL Monthly Salary (USD)	TOTAL Monthly Salary (USD)	TOTAL Annual Salary (USD)	Year Allocated	
Administration Director	1	\$ 273	\$ 273	\$ 3,273	Year One	
Pedagogique Director (Principal)	1	\$ 273	\$ 273	\$ 3,273	Year Two	
Administrative Assistant	1	\$ 227	\$ 227	\$ 2,727	Year One	
Bookeeper	1	\$ 227	\$ 227	\$ 2,727	Year Two	
General Supervisor (Asst Supervisor)						
***Assists the Pedagogique Director	1	\$ 227	\$ 227	\$ 2,727	Year Three	
Maintenance Person	2	\$ 64	\$ 127	\$ 1,527	Year One	
Librarian	1	\$ 91	\$ 91	\$ 1,091	Year Three	
Gate Guard	1	\$ 64	\$ 64	\$ 764	Year One	
Bus Driver	1	\$ 91	\$ 91	\$ 1,091	Year One	
TOTAL Salary Haitian Dollars		\$ 211,200		\$ 1,600	\$ 19,200	
TOTAL Salary USD		\$ 19,200				

APPENDIX E — LAND ASSESSMENT | SQUARE METER ANALYSIS

The following assessment uses the dimensions specified in the construction budget (for buildings, recreation space, parking, etc.) to determine the amount of land necessary to accommodate the school at build-out. The analysis recommends a parcel of land that measures 2.45 hectares (6.06 acres). As land in Haiti is sold in 1-hectare plots, we've budgeted for a 3-hectare parcel.

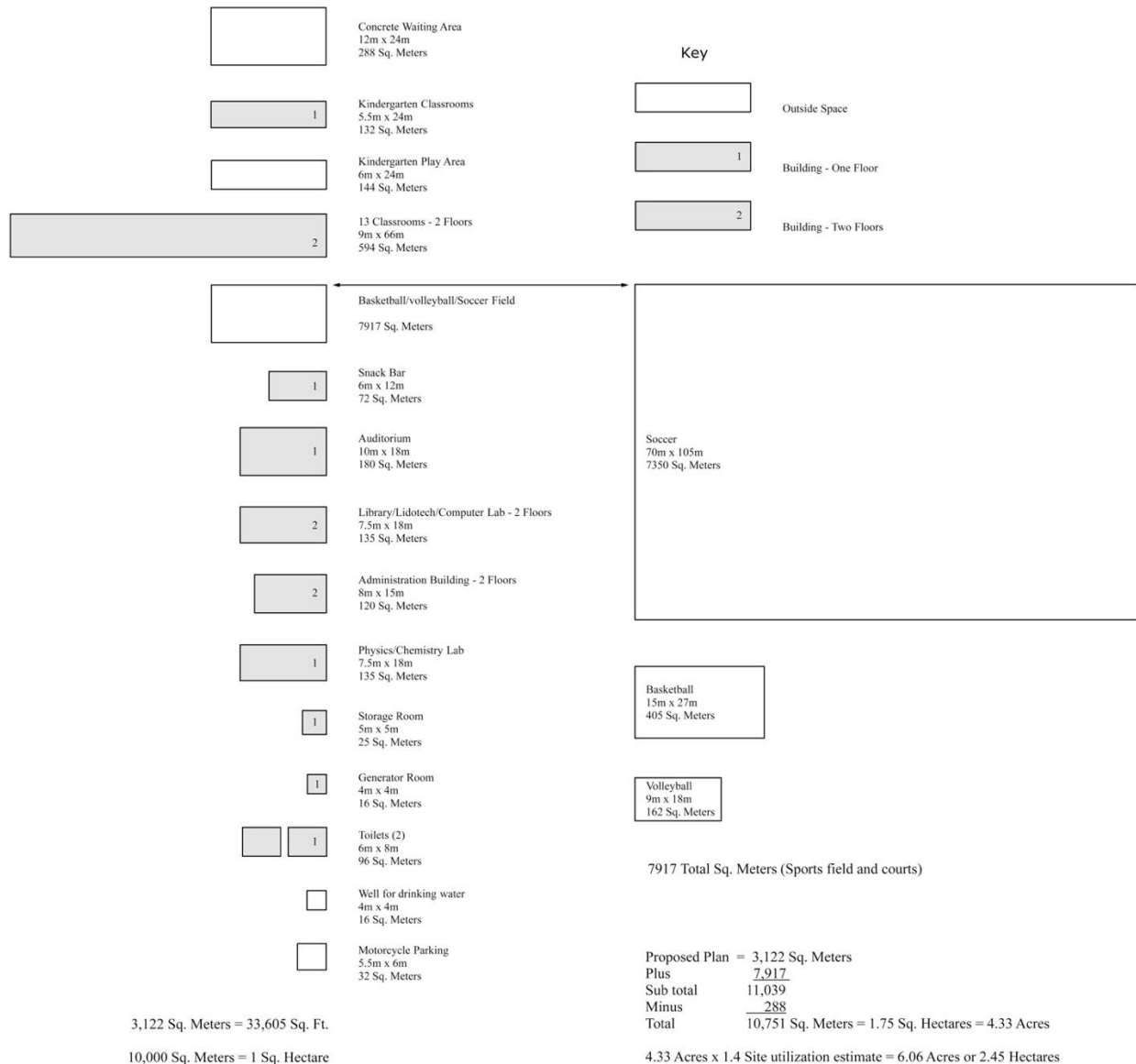


Figure 3: Land Assessment — Square Meter Analysis

APPENDIX F — FREQUENTLY ASKED QUESTIONS

1. What is the goal for a school of any type? Why build a school?

- The main purpose of a school is to generate enough net profit to pay for the annual operating expenses of the Glory Glory Center
- The secondary-purpose of a school is to provide the children of the Glory Glory Center and the surrounding communities with a superior education that will give them the greatest opportunity for future success, including
 - Superior primary/secondary school education, taught by respected, credentialed teachers.
 - Greater likelihood of qualifying to apply for the free, government-sponsored universities in medicine, accounting, engineering, nursing, etc. (best in Haiti).
 - Availability of merit-based scholarship opportunities for higher education (trade school and/or university) for those who don't qualify for the government schools.
- The third, and final purpose of the school is to generate enough net profit to pay for a wide variety of community outreach programs, including
 - School planting and school funding (especially for small, under-funded church schools in remote areas)
 - Scholarships for local children whose parents can't afford to pay
 - Community development programs (e.g. animal husbandry, water distribution, etc.) that will benefit the community-at-large.

2. Why not build a trade school on site at the Glory Glory Center as originally planned?

- We no longer believe in a school of any kind on-site due to safety concerns.
- The Glory Glory Center is home to 50+ children and staff, whose safety and security are of utmost importance.
- Welcoming strangers into the Glory Glory Center compound is ill-advised. Currently, the center's gates are kept closed and locked, especially after dark. When open, staff closely monitors who comes and goes. The center is only open to the public during church services and events, during which time, there is plenty of known adults on-site to ensure the children's safety.

3. Why start with the primary/secondary school?

- First and foremost, Samuel and his team are qualified and practiced in primary/secondary school administration and education.
 - Samuel has established two schools in the PAP area and has the necessary contacts within the local government to see the school through the licensing process.
 - Ronald's advanced education degree was in preparation for a role as Directeur Pedagogique (the person responsible for curriculum and teachers).
 - Naomi's law degree will add an extra dimension to the administrative staff, regardless of which position she holds. Samuel is also enrolled in law school.
 - Samuel already knows of (and has spoken to) a few trusted, certified teachers who are looking for quality teaching opportunities.
- There is high demand in the existing, local primary/secondary school market.
 - Parents will go to great lengths to get the best education possible for their children.
 - The number of good, local schools is extremely limited.
 - Kids are being turned away from these good schools by the hundreds.
 - Children are walking hours each way to attend the best school they can.

- Foreign aid (scholarships) is already available within the local community to assist parents with the cost of educating their kids.
- Students who enroll in kindergarten could be at the school for as many 14 years, which creates long-term financial stability (vs. a 3-year maximum enrollment in trade school).

4. Why not start with a trade school? Wouldn't that be simpler?

- There are certain challenges to starting with a trade school that don't exist when starting with the primary/secondary school.
 - The immediate demand for trade school is less certain.
 - There's a chicken-and-egg dilemma with regards to trade school enrollment and curriculum which makes forecasting income and expenses difficult.
 - ∞ Without knowing what courses will be offered, it's difficult to ensure enrollment.
 - ∞ Without enrollment, it's difficult to get qualified, skilled professionals to commit to teaching.
 - ∞ Without committed teachers, it's impossible to say what courses will be offered
 - By enrolling students in the primary/secondary school first, we create an enrollment source for the trade school.
 - Knowing who will likely be continuing on to trade school from Philo, we can tailor the course offerings appropriately.
 - Currently, there are no scholarships to assist with trade school tuition.
- The income we believe will be generated in the first year by the primary/secondary school is four-times (4x) what we believe could possibly be generated by the trade school in year one.

5. Specifically, how does the primary/secondary school benefit the 50+ kids at the Glory Glory Center?

- All of the children will receive a better education than they are currently receiving.
- The money Samuel pays for the children to attend school will be returned to Glory Glory as income, resulting in a net tuition cost of zero (an annual savings of a minimum of 8,100 USD).
- All of the children will be eligible to apply for merit-based scholarships, whether for trade school or university, which the school will make available to all of its students.
- Recurring profit from the school will pay for the Glory Glory Center's recurring operating expenses, rendering the Glory Glory Center self-sustaining.
 - This will directly affect Samuel (and indirectly the kids), as Samuel will no longer have to rely on foreign aid that may or may not arrive to provide for the children's needs.
 - This will reduce the pressure felt by Sam's foreign partners to consistently raise enough funds to meet the Glory Glory Center's recurring financial needs.

6. Where should a primary/secondary school (or trade school) be built?

- Samuel would like to build the school along Route 2 (the main road) between the bridge in Torbeck (where most of the area's schools are located on a single street) and the Glory Glory Center in Valere.
 - Samuel expects to attract students from a wide area, and public transportation is available along the main road.
 - Students often have to walk long distances from their homes to the main road, making a second, long walk from the main road to school less attractive.
 - From a safety standpoint, Samuel doesn't want children walking to school or home before daylight or after dark.

- A less desirable location (like one far off the main road) will necessitate lower tuition fees to make up for the inconvenience of a difficult commute.
- Road conditions, especially during the rainy season, greatly affect students' school attendance throughout the region. Poor attendance due to impassable roads will negatively affect a child's academic performance...and thus the school's performance when it comes to government exams.
- We anticipate opening a trade school on the primary/secondary school site in year four (utilizing the school's existing classrooms in the afternoon/evening).
 - The trade school will operate from approximately 3:00 pm to 7:00/8:00 pm, requiring students to travel after dark.
 - Adult students will likely arrive by moto, tap tap, or bus, either due to distance or due to prior obligations during the day.

APPENDIX G — MARKET ANALYSIS

The following dispersion map identifies existing schools located between Main Street, Torbeck and Carrefour-Joute, south-west of Tiverny and the Glory Glory Center/Communauté de Gloire.

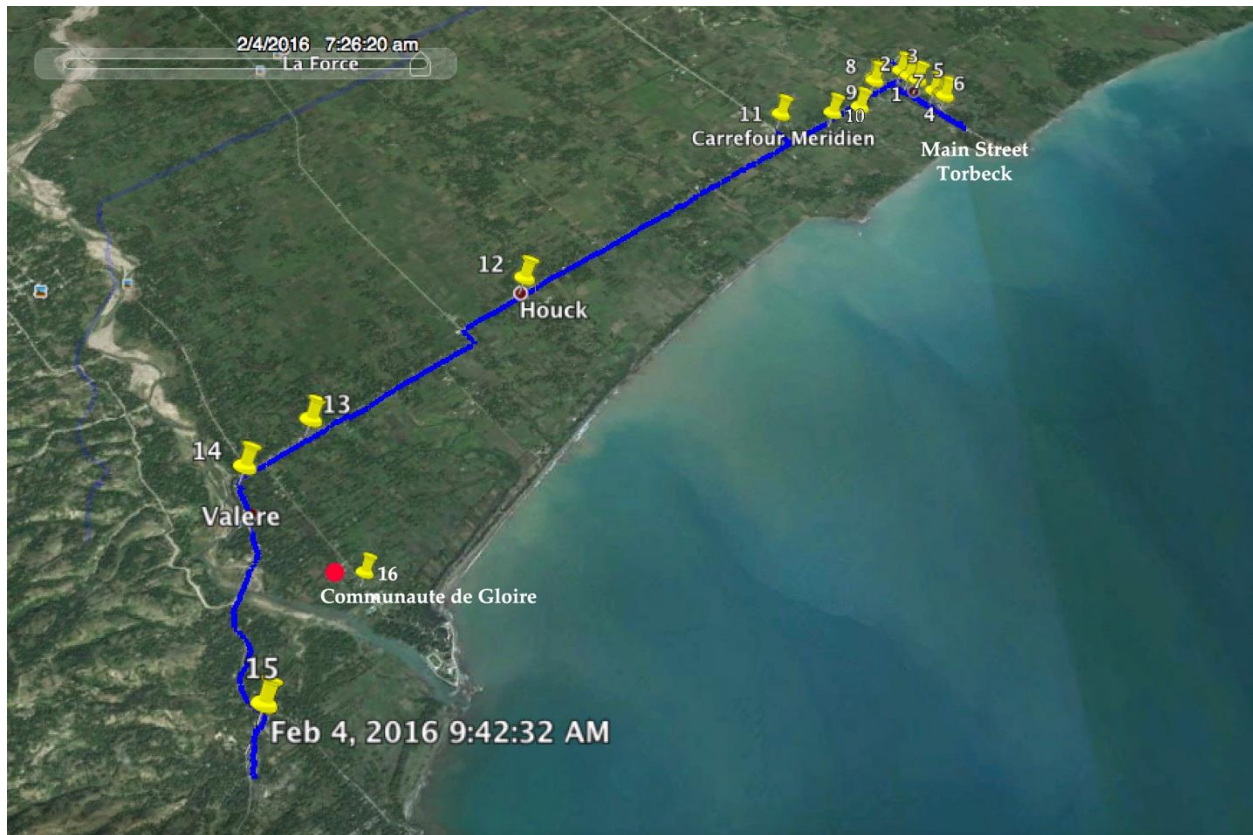



Figure 4: School Dispersion, Route 2, Torbek

Currently, the majority of the children at the Glory Glory Center are attending the Valere Community School (#16 above and below) located less than ¼ mile from the children’s home. This school, serving grades P1 through P6 (the equivalent of primary school in the US) serves the local community. Academically, it is an average school, with a tuition of \$150 per child per year. For those children ready for P7 through P9 (the equivalent of middle school in the US), Pastor Samuel pays for transportation for them to attend Ecole Justin L’Herisson de Torbeck (#3 above and below). This is the best local school that Pastor Samuel can afford at a cost of \$230 per year, and it is located four miles from the children’s home. As of today, only one child at the Glory Glory Center is enrolled in secondary school. She likewise attends Ecole Justin L’Herisson de Torbeck. For a brief description of the schools pinpointed above, see next page:

	School Photo	Name & Notes	Grades
1		Ecole National Mixte de Torbeck	1-6 Primary
2		Ecole Coeur de Jesus de Torbeck	1-6 Primary 7-9 Middle
3		Ecole Justin L'Herisson de Torbeck	1-6 Primary 7-9 Middle 3-0 Secondary
4		Ecole National Congreganiste Saint Joseph Torbek Good school Two sessions to accommodate number of students	1-6 Primary 7-9 Middle 3-0 Secondary
5		Ecole National Boisrond Tonnerre Torbeck	1-6 Primary

	School Photo	Name & Notes	Grades
6		College Mixte Saint Paul de Torbeck	1-6 Primary 7-9 Middle 3-0 Secondary
7		Institution Mixte Rev. Pere F. Solage	1-6 Primary
8		Institution Mixte St. Paul Good school	1-6 Primary 7-9 Middle
9		Ecole Communautaire	1-6 Primary 7-9 Middle
10		Ecole MEBSH Torbeck	1-6 Primary

	School Photo	Name & Notes	Grades
11		<p>Ecole National Mixte de Torbeck</p> <p>Not yet open Beautiful, large, walled complex</p> <p>Students from (1) will be moved here and (1) will be closed down.</p>	<p>1-6 Primary 7-9 Middle 3-0 Secondary</p>
12		<p>Ecole Wesleyenne (Project HA 205)</p> <p>Upper grades in this building. Primary grades in separate building next door.</p>	<p>1-6 Primary 7-9 Middle 3-0 Secondary</p>
13		<p>College St. François de Valere</p> <p>Within walking distance of Glory Glory Center, but Samuel sends his middle school kids to Torbeck (3).</p>	<p>7-9 Middle 3-0 Secondary</p>
14		<p>College Realite de Valere</p> <p>Within walking distance of Glory Glory Center, but Samuel sends his middle school kids to Torbeck (3).</p>	<p>1-6 Primary 7-9 Middle 3-0 Secondary</p>
15		<p>College Le Nouveau Monde de Carrefour-Joute</p>	<p>7-9 Middle 3-0 Secondary</p>

	School Photo	Name & Notes	Grades
16		<p data-bbox="764 216 1073 252">Valere Community School</p> <p data-bbox="764 289 1198 604">Located next door to the Glory Glory Center. Most children at this school are sponsored by the Canadian hospital across the street and will remain at this school. It is a local, neighborhood school. The children from Glory Glory who go to this school will leave to attend the new school.</p>	1-6 Primary

APPENDIX H — COST TO BUILD A SCHOOL IN HAITI VS. USA

Data across the United States varies widely for school construction. However, in 2013, Susan Combs, Texas Comptroller of Public Accounts, published a report entitled *Public School Construction Costs* which details the adjusted construction cost per student for schools in her state. The numbers below come from that report.

Haiti (unadjusted, 2016):

Average square feet per student	34
Cost per square foot (construction & operation)	\$45
Cost per square foot (construction only)	\$36
Cost per student.....	\$1,515
Cost to build a 1,000 student facility ⁹	\$1,515,386

United States (Texas, adjusted, 2013)

Average square feet per student	135
Adjusted cost per square foot	\$154
Adjusted cost per student.....	\$20,769
Cost to build a 1,000 student facility	\$20,769,000

Difference in Cost	\$19,253,614
Cost per Student Ratio (Haiti vs. USA).....	14:1

In an October 14, 2015 article for Watchdog.org Texas Bureau, Jon Cassidy reported that, “North East ISD in San Antonio, has built four 1,000-student elementary schools over the last few years at a cost of \$23.8 to \$28.1 million each.”

⁹ The school we’re proposing to build will accommodate 1,030 students at full capacity. For this comparison, we capped this number at 1,000.

APPENDIX I — PASTOR SAMUEL’S LEADERSHIP TEAM | QUALIFICATIONS

The following individuals are indispensable members of Pastor Samuel’s leadership team and will all play a role in the administration of the school, either as administrators and/or teachers.

SAMUEL MICHELLANGE METELUS

Diplomas and Licenses

University of the Caribbean, Port-au-Prince	Computer Science, License Project Management, Diploma
St. Petersburg College, Florida	Technology Management, License
Victory Bible Institute, Florida	Bible Studies, Diploma

Achievements

Mission Church of God by Faith, Carrefour	Pastor and Program Director
Communauté de Gloire Church, Tiverny	Pastor and Director
Glory Glory Center Children’s home, Tiverny.....	Founder and Director
Gamaliel Academic School, Carrefour	Founder and Director
Big Family Micro-Finance, Charlette	Founder and Director
Friends of Progress Organization	Founder and President

AUNALD RAYMOND

Diplomas and Licenses

Université Publique du Sud, Aux Cayes	Science of Education, License
International School of Ministry.....	Bible Studies, Diploma

Achievements

Communauté de Gloire Church, Tiverny	Lead Pastor
International School of Ministry.....	Academic Director
National School.....	Supervisor (secondary school)
Bethany Evangelical College	Academic Assistant (secondary school)
Sainte Jeanne Institute	Teacher of Literature (secondary school)

NAOMIE DESMORNE

Diplomas and Licenses

Université Publique du Sud, Aux Cayes	Juridical Science, License
Center of Technical Training.....	Communication, Diploma

Achievements

Radio Tele Caramel, Aux Cayes	Journalist
Communauté de Gloire Church, Tiverny	Pastor and Worship Leader
Haitian Literature and Social Science	Teacher (secondary school)
Youth Behavioral Adjustment	Trainer
HIV and AIDS Prevention	Trainer
Leadership and Entrepreneurial Skills.....	Trainer
Child Protection	Trainer

MICHAELLE CADET

Diplomas and Licenses

National School of Nursing, Aux Cayes..... Registered Nurse, License
Center of Technical Training..... Communication, Diploma

Achievements

Ile a Vache Hospital Emergency Nurse (2 years)
Glory Glory Center Children's home, Tiverny..... Registered Nurse
Communauté de Gloire Church, Tiverny Vice President, Kids Club
Friends of Progress Organization Vice President
Prevention Against Contagious Diseases Trainer
Parenting & Protecting Children Against Abuse..... Trainer

ANTOINE PIERRE BELLANCE

Diplomas and Licenses

Université Polyvalente d'Haiti Agricultural Science, License
Developmental Science, License

Achievements

College Thomas Madiou Board Member
Math & Physics Teacher (secondary school)
Big Family Micro-Finance, Charlette Director
Team Youth for Christ President

DANIEL RICHARD

Diplomas and Licenses

University Heritage Baptist..... Theology, Diploma
Ecole Journalist de Tuyau Journalism, Diploma

Achievements

Mission Church of God by Faith, Rosiere Pastor
College Mixte Bethel Founder
Youth Leadership..... Trainer
Radio Speaker

HAITI HEARTS FUNDRAISING COALITION

For years, the Haiti Ministry of Mariners Church, Evolution Haiti, and Harvest Craft have been working independently and in cooperation to help pastors Joseph and Samuel realize their dreams for their churches, the 50+ children of the Glory Glory Center, their communities, and their country.

Today, each of these entities is committed to seeing Pastor Samuel's vision for a self-sustaining, private school become a reality. Together, they've joined forces under the **Haiti Hearts Fundraising Coalition** banner to raise the \$1,515,386 needed for the school's completion.



Haiti Ministry of Mariners Church is one of eleven, volunteer-led global ministries operating as part of Mariners Outreach Ministries, which has been serving the local and global community for more than 30 years. Our Outreach Ministries are committed to doing ministry the way Jesus did and having the greatest Kingdom impact possible by mobilizing world-changers, providing hope for at-risk youth & families, and engaging a global movement.



Evolution Haiti is a 501(c)(3) committed to providing financial, technical, and emotional support to those in Haiti working to empower the country's youth for a better tomorrow. We support initiatives in education, job creation, leadership development, and health care for children living in Haiti's Département du Sud (southern region).



Harvest Craft is a 501(c)(3) non-profit that seeks to equip, educate, and empower communities in developing countries through sustainable food production systems.

Donations made through any of the above non-profits will remain under that non-profit's oversight until such time as it is wired directly to Organisation des Amis du Progrès in Haiti. There will be no transfer of funds stateside between any of these organizations.

RESOURCES

LINKS TO DOWNLOAD DIGITAL FILES

Haiti School Strategic Plan (PDF).....<http://haitiheartcoalition.com/school>

Haiti School Budget (Excel)<http://haitiheartcoalition.com/school>

CONTACT US

Haiti Hearts Fundraising Coalition www.HaitiHeartsCoalition.com

Haiti Ministry of Mariners Church <http://www.HaitiMinistryMarinersChurch.org>

David Watkins, Co-Leader (949) 510-4097 | CharlesDWatkins@yahoo.com

Susan Watkins, Co-Leader (949) 510-4081 | susan4@cox.net

Evolution Haiti <http://www.EvolutionHaiti.com>

Dr. Ed Geehr, Director (949) 291-9823 | egeehr@gmail.com

Christine Shook, Director.....(949) 412-1340 | christineshook@cox.net

Harvest Craft.....<http://www.HarvestCraft.org>

Brendon Anthony, Co-Founder (949) 293-0523 | brendon.anthony@harvestcraft.org