*THETA INSTITUTE*

*THE INTELLIGENCE INSTITUTE FOR ARTS SCIENCE AND TECHNOLOGIES……*

THETA INSTITUTE

BUSINESS PLAN

**JULY 15th, 2019**

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# I. Executive Summary

***THETA Institute***

***The Intelligence Institute for the arts, science and technologies***

***THETA Institute was born of more than two years of extensive review and investigation into advanced Law Enforcement training in the United States, post 9/11.***

***Leaning forward from that point was clear.***

***What is badly needed is an advanced institute, sharply focused on topics and issues not covered by Federal, State or Local agencies or Training Academies nor that of most colleges and universities.***

***More specifically, we found the institute must be totally and unequivocally non-political and non-partisan, That the institute must offer a curriculum and syllabus designed in conjunction with all agencies utilizing the latest intelligence, science, techniques and resources available. That the Institute must be guided by a carefully picked exceptional board of directors and leadership from the agencies academia and the community. That the institute not compete with any existing training programs but rather be the “graduate level”. That the faculty will be comprised of U.S. and internationally proven experts in their respective fields with like exceptional abilities and academic teaching experience to meet present asymmetrical threats and exceed academic goals and needs. That the institute be located on a state-of-the-art facility that is securable, expandable and financially sustainable. That the facility have ultra-modern class rooms, executive accommodations and select dining. That the Institute become a fully accredited college, meeting and exceeding all state federal and international guidelines as quickly as possible.***

***Only vetted individuals representing government agencies will participate. Not everyone will be accepted….***

***THETA is the Greek “th” root word for THINK…***

**Business Overview**

**THETA INSTITUTE will open an administrative and marketing office in Washington D.C., and it will lease space in Albany, New York at the SUNY Poly/Tech Campus for classes.**

**The SUNY Poly Tech Campus is a state of the art newly built campus that will offer an exceptional venue to launch the institute. Likewise the Washington office is central to all of the Federal agencies we will be working closely with as well as being convenient to many of the senior leadership and Board members.**

*The THETA INSTITUE is a graduate level institute for Federal, State, City and International Law Enforcement that competes with no other institutes or universities but rather partners with them to provide unique academic courses not easily accessible by other academic institutions, training institutes, colleges or universities.*

*Courses will be chosen by each agency specific to their agency academic needs.*

*Phase 1. Launches the institute with appropriate “in state” training contracts for the purpose of feeding the initial pipeline while long term resources and contracts are gathered.*

*Phase 2. Continues with Phase 1 contracts while phasing in contracts that gather long term additional faculty and leadership.*

*Phase 3. Expands to add full focus on THETA Institute academic objectives focusing on compelling Federal and State Law Enforcement needs.*

*Phase 4. Expands to include foreign vetted law enforcement as directed and approved by the US State Department.*

*Phase 5. Expands to City and County Sheriffs and professional and elected Commissioners, District Attorneys, legislators.*

*Phase 6. Expands to include the “THETA On-Line Institute”*

**Success Factors**

THETA INSTITUTE is uniquely qualified to succeed due to the following reasons:

* ***CURRICULUM***: Our class syllabus will be designed by our exceptional experts in the respective field and taught by experienced graduate level faculty focused on diverging asymmetrical threats and methods well beyond the basics. All classes will be vetted by the participating agency as well as state and federal departments of education. Our aim is to achieve full accreditation within four years.
* ***FACULTY***: THETA faculty will be chosen because they have exceptional knowledge and experience of the subject matter as well as being proven academically excellent to teach in an accredited institution.
* ***CAMPUS SETTING***: THETA offers an extremely safe and secure academic environment so participants can interact with other like participants and faculty substantially increasing the learning experience.
* ***Location***: THETA’s location(s) will easily accommodate agencies in the United States, Canada, South America and Europe.
* ***Operational Systems***: Starting with the PolyTech ZEN Center at the Albany SUNY campus and continuing at THETA McGregor, the emphasis will be on exceptional resources to academically approach classes in “Ai” (Advanced Intelligence), Cyber, “IS” Infrastructure Security, “ET” (Economic Threats) Opioids, Social Media Human Trafficking, Synthetic Biohazards, Asymmetrical Policing and much more. THETA classrooms/labs will exceed current resources at most other institutions and training facilities to offer a very unique state of the art learning experience.
* ***Intellectual Property (IP):*** THETA will design and build unique and compelling syllabus to meet the advanced needs of Law Enforcement for today AND tomorrow.
* ***Participants***: THETA will focus on Federal, State, Local and International Law Enforcement agency needs as well as Commissioners, Attorney’s General/District Attorney’s and Legislators of all political parties.
* ***Military/Civilian***: THETA will NOT address military methods or needs however there will be a convergent focus on transitioning select military men and women.
* ***Marketing***: The THETA IINSTITUTE program does NOT compete or duplicate any current agency or university program but rather partners with them to offer courses they do not or cannot provide due to budget, staff or organizational limitations. As a private versus government owned and operated organization, agency response has been overwhelming in every regard. Moving forward, THETA INSTITUTE will rely on our very unique internal leadership and Board of Directors direction to lay out the successful marketing approach based on agency input and needs. Additionally, a seasoned firm will be hired to develop “THETA On Line”,
* ***Successes achieved to date:*** THETA has developed a program that fills a very large and unquestionable need. It has attracted exceptional leadership in each facet and a Board of Directors that bring a unique skillset to the goals. We have chosen an exceptional resource in being able to launch initial classes at the Albany PolyTech Campus of SUNY. The resources there are a perfect fit for many of the advanced academic needs. Additionally, we are positioned to purchase the 326acre Mt. McGregor site in upstate New York. Further, plans and methods already in the works include an “THETA INSTITUTE ON-LINE”. Focus and commitment to a very sound fiscal approach has enabled THETA INSTITUTE to launch without debilitating debt while at the same time making sure the program is affordable to participating agencies yet both sustainable and profitable to investors.
* ***Financial Focus:*** From the beginning, THEATA has focused both profitability and sustainability in building the business platform.While focusing on an exemplary program AND paying strict attention to detail, THETA has accomplished the professionalism of private industry and the inclusive needs and accountability of government. Though we have advanced through future needs, we have been careful to separate the two.
* ***Objective:*** The very objectives set by THETA fills a need that will never diminish. Education will always be key, higher education will always insure better results for our communities and the officer.
* ***Accreditation:*** Unlike many of the Public Sector academies, making THEATA INSTITUTE an accredited institution will assure the highest quality/level education possible and will be overseen by both state and federal departments of education.

**Financial Plan**

Below is an overview of our expected financial performance over the next 2 years:

It should be noted that the initiasl lease at SUNY PolyTech is for two years, at which time the McGregor campus should be complete allowing for many many more participants.

To achieve these projections, we require a line of credit of approximately $6,000,000. contingent on reaching agreed upon mileposts, accomplishments and cash flow.

SEE EXHIBITS ATTACHED:

EXHIBIT A). Cash Flow year 1

EXHIBIT B). Cash Flow year 2

EXHIBIT C). Use of Funds

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# II. Company Overview

Below is a snapshot of THETA Institute since its inception:

* **Date of formation**: July, 2019
* **Legal Structure**: S – Corporation
* **Office location(**s): (Currently) 2 Heartbreak Hill, Ipswich, Mass. 01938
* **Business stage**: Ready to sign lease for space and launch classes
* **Prior funding rounds were received**: To date approximately $1m+ received from Shane Klein
* **Products and services were launched**; Board of Directors formed, R&D, lease/purchase negotiated, advance marketing conducted.
* **Key Board Members were hired**: SEE EXHIBIT “D “
* **Lease negotiated**: Albany Poly Tech Center: SEE TERM SHEET EXHIBIT “E “
* **PURCHASE Term sheet for Mt. McGregor**: SEE EXHIBIT “F”
* **SDVOB STATUS:** THETA INSTITUTE will operate as a Service-Disabled Veteran Owned Business under US Public Law 106-50

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# III. Industry Analysis

## Market Overview

The market in which *THETA INSTITUTE* is operating can be characterized as Advanced Law Enforcement Leadership Training:

* *Law Enforcement Personnel in the United States tops 1.5 million plus men and women*
* *Law Enforcement Training in the United States is estimated at $5.8 billion annually.*
* *Locations: There are some 820++institutes in the United States mostly focusing on tactical, weapon and basic training*
* *Training Employees: approximately 24,500*
* *Law Enforcement Training: is approximately 49 % of Law Enforcement budgets nationally*
* *Need and Cost of advanced technical training continue at every level grows as new asymmetrical threats are discovered.*
* *Training is constant and often monthly.*
* *Class subjects evolve daily*
* *Equipment is vital…Knowledge is key to both when and how to use it.*
* *Unlike most professions most officers will be required to act by instinct set by exceptional training; insufficient training becomes obvious.*
* *Compensation is not a driving force in Law Enforcement…it’s passion commitment and TRAINING*
* *Colleges and Universities focus on training young people to enter a field of employment. Law Enforcement training emphasizes saving lives in jobs they already have*
* *Adult learning is different, colleges and universities teach people who may wish a job in a field…THETA, will tech men and women who already have the job…*
* *Training never ends; good students make the best at anything they do.*
* *Lives depend on extraordinary training, conducted by extraordinary faculty and extraordinary programs*
* *Training costs cannot be weighed in dollars and cents.*Accredited Academic education provides the measurement for leadership advances and increased compensation for the officer Other Key Statistics: Law Enforcement personnel increases yearly as attrition and growth demands.
* We are now entering the retirement period of many officers hired after 9/11
* EVERYDAY we question if “training was adequate” in the news
* Legislators at every level continue to make and change judicial policy…officers need to know those changes
* Market trend 1: Unfortunately, it is becoming harder and harder for agencies to provide the level of training needed today.
* Market trend 2: Threats to society change in many ways for many reasons.

## Relevant Market Size

Our relevant market size is the annual revenue that our company could attain if we owned 100% market share.

Our relevant market size is calculated as follows:

1. Number of customers who might be interested in purchasing our products and/or services each year? Approximately 1.4 MILLION
2. The amount these agencies might be willing to spend, on an annual basis, on our program? All TUITION IS PAID BY THE AGENCY EITHER DIRECTLY OR THOUGH FEDERAL GRANTS. COSTS ARE VARRYING.
3. Our relevant market size: There are no other like academic institutions in this space.
4. Analysis shows” Our relevant market is large enough for our company to enjoy considerable success and GROWTH.

# 

# IV. Participant Analysis

Below is a description of who our target participants are, and their core needs.

## Target Participants:

Below is a profile of our target agency participant:

*.*

* Age: 25+
* Income: $75k+
* Gender: Both Male and Female
* Origin Location: CONUS and OCONUS
* Citizenship: US CITIZENSHIP IS REQIRED OF ALL US PARTICIPANTS
* Military: MILITARY VETERANS WILL HAVE A PREFERENCE
* Occupation: ALL PARTICIPANTS WILL BE EMPLOYED BY A LAW FEDERAL, STATE OR CITY or international LAW ENFORCEMENT AGENCY
* Language: ENGLISH IS REQUIRED
* Education: PIOR COLLEGE AND LAW ENFORCEMENT TRAINING IS REQUIRED
* SECURITY: ALL PARTICIPANTS WILL HAVE FULL BACKGROUND CHECKS
* Agency size: ALL

## 

## Agency/Participant Needs:

Below is a profile of the needs that our target agencies have:

THETA INSTITUTE does NOT compete with other academies, institutes colleges or universities but rather partners with them to complete initial, ongoing, leader specific training and threat/situation specific in areas demanding the following.

* **CUSTOM MADE**: Compelling and HIGHLY RELEVANT syllabus and class topics
* **EXPERIENCE**: Highly qualified (BEST-OF-THE-BEST) highly experienced and qualified faculty
* **CAMPUS**: located on a unique secure and restricted location, easy to access by auto, train and plane.
* **CURRICULUM**; Framed around the needs of the parent agency to achieve maximum results
* **AHEAD OF THE CURVE**; State of the art EARLY intelligence training as new threats are identified.
* **EXCEPTIONAL FACULTY**; experienced in Law Enforcement needs, issues etc.
* **AFFORDABILITY**: As budgets fluctuate a professional business acumen will assure goals and exceptional results are met.
* **ACCREDIATION**: ALL CLASSES WILL BE FULLY ACADEMICALLY ACCREDIATED
* **LEADERSHIP**: The HIGHLY UNIQUE *THETA INSTITUTE* leadership and the BOARD OF DIRECTORS will maintain active roles
* **SUSTAINABILITY**: The THETA INSTITUTE structure guarantees future suatainability no matter what the economic circumstances.
* **PARTNERSHIPS:** THETA INSTITUE will partner with Agency Training Academies, Colleges, Universities and NGO firms (like Facebook, Google, Apple) for new resources
* **OVERSITE**: As an accredited institution and a PRIVATE/PUBLIC SECTOR contractor oversite in every facet will assure quality and service and attention that ALL details rules and regulations are met
* **SAFTEY and SECURITY**: will be paramount.
* **ADA Compliant**: The program must be 100% available to the disabled.

# V. Competitive Analysis

The following is an overview of *THETA INSTITUTE* competitors.

## Direct – In Direct Competitors

* Agency training today is met with many challenges, funding, staffing, class content, and many more are making it more difficult for training to be sustainable beyond the basic needs, if that.
* Colleges and Universities are finding it more and more difficult to develop and support meaningful curriculums for employed men and women in Law enforcement vs the young students they cater to who may wish to pursue..
* NOONE ELSE OFFERES WHAT WE OFFER THE WAY WE ARE ABLE TO OFFER IT!

## Competitive Advantages

THETA INSTITUTE is positioned to outperform competitors for the following reasons:

* **Curriculum**: We will maintain an edge though our constant effort and resources to provide exceptional classes chosen and designed to meet the needs of each client agency by exceptional leadership and constant evaluation based on critical intelligence and commitment to exceptional resources and faculty.
* **Human Resources**: Our management team has unique experience in the industry including exceptionally proven academic faculty
* **Location**: Our location allows us to better serve customers because the facilities we have chosen are unique in state-of-the-art resources, advanced technical equipment and security. Further we will be able to accommodate agency scheduling through our ability to provide variable class sizes.
* **Course Development**: We have developed partnerships with many of the organizations and individuals worldwide through our extraordinary leadership team which enables us to offer unique academic courses and perspectives from world these renowned resources. Combined with day to day monitoring of communication with agencies and intelligence sources help us identify training area needs quickly and superbly.
* **Intellectual Property (IP)**: We have Intellectual Property that gives us an advantage over our competitors. Our IP includes agreements and partnerships.
* **Client Agencies:** Our unique leadership team has spent two years identifying needs and building the resources with most all marjor Federal, State and (major) City law enforcement agencies. In building those partnerships we have developed significant relationships.
* **Marketing**: Our leadership and marketing team are experienced in both the government contracting market and law enforcement. As well, our non-competitive approach has brought many opportunities already to partner in the training market. Our skills sets and resources have already enabled us to attract colleges and universities as well as public law enforcement agencies.
* **Successes achieved to date**: We have already accomplished the approval and cooperation from The SUNY at Albany, the State of New York, Virginia Tech University, and countless agencies who have reviewed our plans and wish help to be part of our endeavors... .

# 

# VI. Marketing Plan

Our marketing plan, included below, details our products and/or services, pricing and promotions plans.

## Products, Services & Pricing

*:*

* **Initial Training Classes:**
* **Description**: In state training contracts that may or may not be Law Enforcement oriented initially.
* **Benefits**: Starting with these contracts allow us to fill the pipeline quickly generating capital while allowing primary resources and contracts to develop.
* **Price**: These programs are quite profitable
* **Frequency/quantity**: State and City contracts are offered in both short and long term,
* **Strengths:** Current Leadership and relationship provide a clear validation of experience, ability value and focus. As well it should be noted that since ownership is categorized as a SDVOB (Service Disabled Veteran Owned Business) the organization qualifies for exceptional preference and priority in the solicitation process including sole sourcing, preferred pricing and priority status.
* **Weaknesses:** If there is a weakness at all, it could only be identified as “so much to do and so little time in a day”…..
* **Primary Training Classes:**
* **Description/features: O**ur program calls for a mix of select topics AND topics chosen by the client agency based on their needs and desires.
* **Benefits:** This approach allows the institute to develop as the dominant leader in advanced academic training
* **Price**: The market as currently defined is very profitable with profits enhanced by exceptional value and market share.
* **Frequency/quantity:** Contracts are always ongoing and often run for three to five years with opportunity to continue if deemed that the services could not be performed as well elsewhere.
* **Strengths:** Development time has allowed us to explore and review the market needs. In doing so the institute has developed a strong and well recognized need supported by a strong Board of Directors and planned exceptional leadership and faculty.
* **Weaknesses:** The biggest concern is meeting demand for our program.

## Promotions Plan

*THETA INSTITUTE* will use the following tactics to attract new customers:

* Personal relationships of leadership
* Direct communication with contract officers
* Direct response to Requests for Development
* Federal, State, City, International Bid Boards
* Symposiums
* Industry Day Events
* Direct Mail
* Webinars
* Email Marketing
* Event Marketing
* Flyers
* Networking
* Newsletters
* Newspaper/Magazine/Journal ads
* Online Marketing
* Partnerships/Joint Ventures
* Press Releases/PR
* Trade Shows
* Word of Mouth / Viral Marketing

# 

# VII. Operations Plan

Our Operations Plan details:

* 1. The key day-to-day processes that our business performs to serve our customers
  2. The key business milestones that our company expects to accomplish as we grow

## Key Operational Processes

The key day-to-day processes that our business performs to serve our customers are as follows:

* Class Development:
* Marketing:
* Syllabus Development:
* Security:
* Customer Service:
* Academic Quality Review:
* Administration:
* Accounting/Payroll:
* Human Resources:
* Legal:
* Compliance:

## 

## Milestones

The key business milestones that our company expects to accomplish as we grow include the following:

1. **Funding To Be Completed By: (1 August 2019)**

* Accomplishment #1: PolyTech lease is signed and buildout begins
* Accomplishment #2: Washington DC office lease is signed, President and staff are hired
* Accomplishment #3: Marketing begins

1. **First Classes begin in 45 days: (1 October 2019)**

* Accomplishment #1: Academic President in place
* Accomplishment #2: First training contract begins
* Accomplishment #3: First Grant application is submitted

**III. 75 Participants +/- daily: (1 November 2019)**

* Accomplishment #1: January Contract Increases
* Accomplishment #2:
* Accomplishment #3:

1. **75 Participants daily (1 December 2019)**

* Accomplishment #1: Symposium Series is Launched
* First payment plus interest on startup line of credit

# VIII. Management Team

Our management team has the experience and expertise to successfully execute on our business plan.

## Management Team Members

* **Ms. Marie Di Rocco:**
* Title: **Chief Executive Officer**
* Key Functional Areas Covered: Administration
* Past positions, Senior advisor at TSA and former head of Security at Miami Intl. Airport and the Port of Miami
* Educational background: CV Attached
* **Robert Fortune**
* Title: Resource **Manager**
* Key Functional Areas Covered: Space and Security
* Past positions, successes and/or unique qualities: Sr. VP BCI Construction Co
* Educational background: CV Attached
* **Dr. David Webb**
* Title: Academic Program Development
* Key Functional Areas Covered: Cirricuilim //Faculty Development
* Past positions, successes and/or unique qualities: West Haven University
* Educational background: CV Attached
* **Chris PIehota**
* Title: Science and Technology Course Development
* Key Functional Areas Covered: All Science and Technology
* Past positions, successes and/or unique qualities: Chief Science and Technology, FBI
* Educational background: CV Attached
* **Steve Pomerantz**
* Law Enforcement Marketing
* Past positions, Former Deputy Director of the FBI
* Educational background: CV attached

## Management Team Gaps

* **President** (Academic)
* **Key Functional Areas Covered**: Academic Management and Administration
* **Qualities of the individual who will be sought to fill this role:**
* **Chief Financial Officer**
* **Key Functional Areas Covered:**
* **Qualities of the individual who will be sought to fill this role**:
* **Provost/EOC**
* **Key Functional Areas Covered:**
* **Qualities of the individual who will be sought to fill this role:**

## 

## Board Members

* **Shane Klein, Chairman**
* **General Eric Fiel**
* **Michael Lowder**
* **Col Clifford Day**
* **Stephen Trent**
* **Steve Pomerantz**
* **Anthony Hughes**
* **Brad Hays**
* **General Stephan Clark**

**CV and Bio attached..**

IX. Financial Plan

## Revenue Model

*THETA INSTITUTE* generates revenues via the following:

* Agency Term Contracts \*\*\*
* Grants for Syllabus development
* Symposium revenue
* THETA – On-Line Institute
* Grants for Veteran education and job development

\*\*\*Training contract over the last 18 months adjusted to overhead average a NET profit of about $350.00 a day per person. This figure does not include room and meals which are always separate and computed by zip code.

Theta Institute will qualify for substantial Federal, State and local economic development funding and subsidies including but not limited to the Departments of Education, Veterans Affairs and Homeland Security.

## Financial Highlights

Below please find and overview of our financial projections. See the Appendix for our full projected Income Statements, Balance Sheets and Cash Flow Statements.

Figure 2: Financial Highlights

See Exhibit A B and C attached.

## Funding Requirements/Use of Funds

To successfully execute on our business plan, we require a $6.5m line of credit released according to agreeable mileposts, and cash flow.

The primary uses of this funding include:

* Lease and lease buildout in Albany (Institute)
* Lease in Washington DC (Marketing):
* Leadership/Board/Faculty salary:
* Staffing for Albany and Washington:
* Equipment leasing
* Insurances
* Professional Fees (legal and accounting)

# 

# VI. Appendix

*ATTACHMENTS:*

1. Projected Income Statements
2. Projected Balance Sheet
3. Projected Cash Flow Statements

*LINKS:*

1. *SUNY Albany PolyTech Campus*

[*https://www.youtube.com/watch?v=ZMC0owYvRxA*](https://www.youtube.com/watch?v=ZMC0owYvRxA)

[*https://www.youtube.com/watch?v=s\_f\_5B4XzNM*](https://www.youtube.com/watch?v=s_f_5B4XzNM)

[*https://www.youtube.com/watch?v=g7DRF08bqTk#action=share*](https://www.youtube.com/watch?v=g7DRF08bqTk#action=share)

[*https://sunypoly.edu/*](https://sunypoly.edu/)

1. *THETA Leadership Cv”s and Bio*

[*https://www.dropbox.com/scl/fo/djm56hsg7utak7jb8cwbo/AACTMvyw3ZhNTk7w8ZOAN5aea?dl=0&oref=wn&r=AA7H0lEYhgieLH2jz26-qo301beLz561Ybtvb45JXXG5PRWDYUGH3oGKeuGYUo7azcK1fz1sO4Ec9jFLWAiKGQjz6cIUFCQy13BYKofv9IgwOM9XJRdXlh6J2c6SxVfI6KTUwaCTja7gLFrBYVLMny1Ffw5iq0WkxdUW72exVsF5IrpYEIZ6fK5Dh3jDqP\_yc\_0&sm=1*](https://www.dropbox.com/scl/fo/djm56hsg7utak7jb8cwbo/AACTMvyw3ZhNTk7w8ZOAN5aea?dl=0&oref=wn&r=AA7H0lEYhgieLH2jz26-qo301beLz561Ybtvb45JXXG5PRWDYUGH3oGKeuGYUo7azcK1fz1sO4Ec9jFLWAiKGQjz6cIUFCQy13BYKofv9IgwOM9XJRdXlh6J2c6SxVfI6KTUwaCTja7gLFrBYVLMny1Ffw5iq0WkxdUW72exVsF5IrpYEIZ6fK5Dh3jDqP_yc_0&sm=1)

1. *Why Law Enforcement Education is so important*

[*https://onlinedegrees.sandiego.edu/shift-in-law-enforcement-leadership/*](https://onlinedegrees.sandiego.edu/shift-in-law-enforcement-leadership/)

1. *National Sources of Law Enforcement employment data*

[*https://www.bjs.gov/content/pub/pdf/nsleed.pdf*](https://www.bjs.gov/content/pub/pdf/nsleed.pdf)

1. *Homeland Security Budget 2019*

[*https://www.dhs.gov/sites/default/files/publications/DHS%20BIB%202019.pdf*](https://www.dhs.gov/sites/default/files/publications/DHS%20BIB%202019.pdf)

1. *AMTRAK Police*

[*https://thehill.com/blogs/congress-blog/homeland-security/445361-after-national-police-week-clearer-heads-must-prevail*](https://thehill.com/blogs/congress-blog/homeland-security/445361-after-national-police-week-clearer-heads-must-prevail)

1. *THETA INSTITUTE*

<https://theta.institute/>