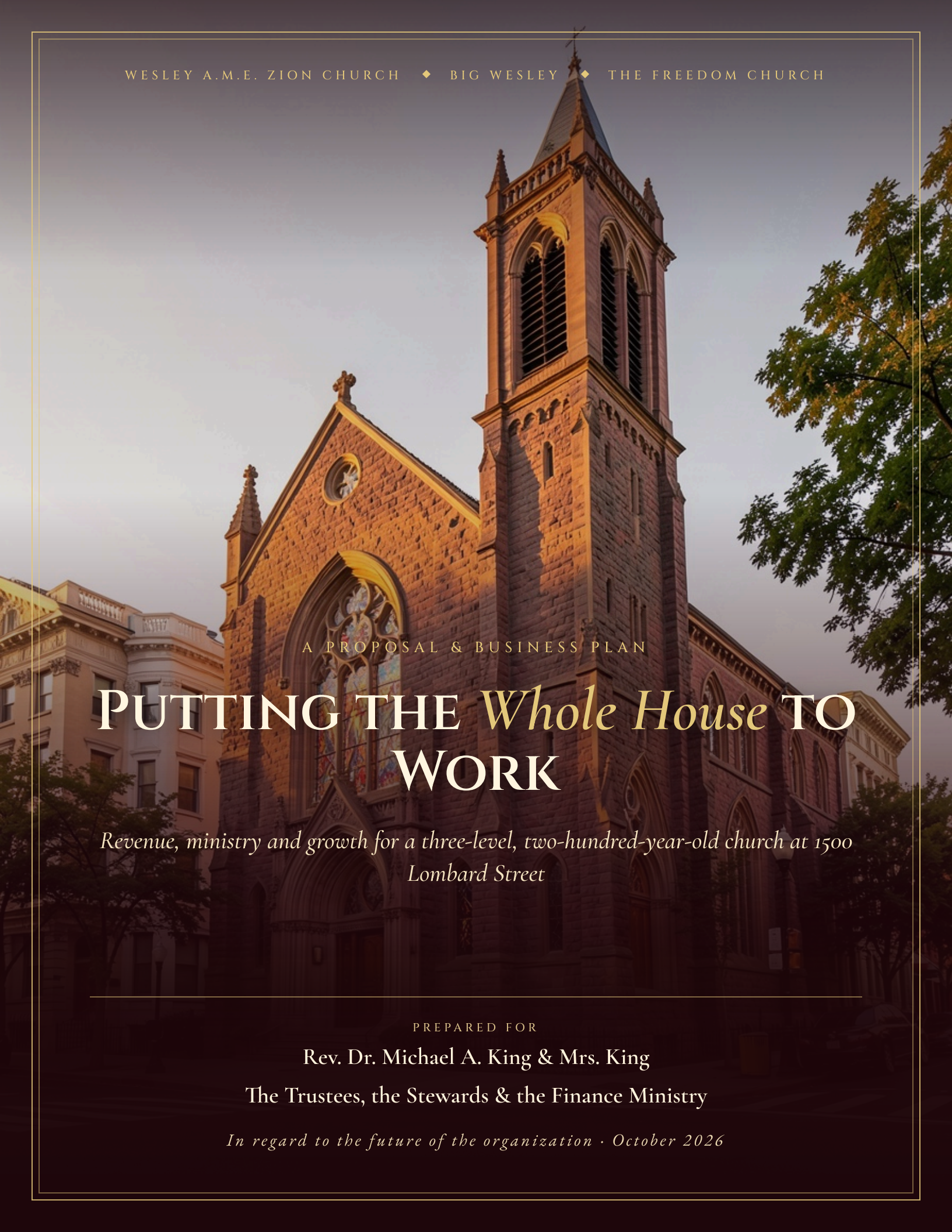


WESLEY A.M.E. ZION CHURCH ◆ BIG WESLEY ◆ THE FREEDOM CHURCH

A PROPOSAL & BUSINESS PLAN

Putting the *Whole House* to Work

Revenue, ministry and growth for a three-level, two-hundred-year-old church at 1500 Lombard Street

PREPARED FOR

Rev. Dr. Michael A. King & Mrs. King

The Trustees, the Stewards & the Finance Ministry

In regard to the future of the organization · October 2026

TO THE PASTOR, THE FIRST LADY, THE TRUSTEES, THE STEWARDS AND THE FINANCE MINISTRY

A BUILDING THAT CAN CARRY *its own ministry.*

Big Wesley owns something rare: three full levels, each with its own door, in one of the most sought-after neighborhoods in Philadelphia. On most days of the week, most of that building is quiet. This booklet shows what happens when every level is put to work, in step with a calendar that protects worship and the children first.

The lower level becomes a licensed Early Learning Center on weekdays. The fellowship hall and kitchen open for receptions, repasts, rentals and dinner sales three nights a week. The sanctuary welcomes weddings, homegoings, concerts and film. A Food Ministry runs on donated food and donated time. Every figure that follows is drawn from what comparable churches and centers in Center City actually charge, priced for our neighborhood and kept fair for a nonprofit.

Each area has its own section and its own color. You will see what it can bring in, what it costs, the licenses it needs and who to call. Part Two gathers the renovation budgets, grants, staffing and a step-by-step timeline. Two columns appear throughout: **Conservative**, what a careful board can count on, and **Target**, optimistic but intentional.

With respect and hope for the next two hundred years.

INSIDE

Part One · The Proposal

- Early Learning Center
- Weddings
- Homegoing Services
- Hall Rentals
- Sanctuary Events
- Kitchen Rental
- Dinner Sales
- Other Income
- Food Ministry
- What it costs to run
- Grand total & walk-away

Part Two · The Business Plan

- From 12 children to 36: the action plan
- Licenses, permits & who to call
- Renovation budgets
- Grants & funding, with contacts
- Staffing & management
- Timeline 2026 – 2029
- Sources & assumptions

AT A GLANCE

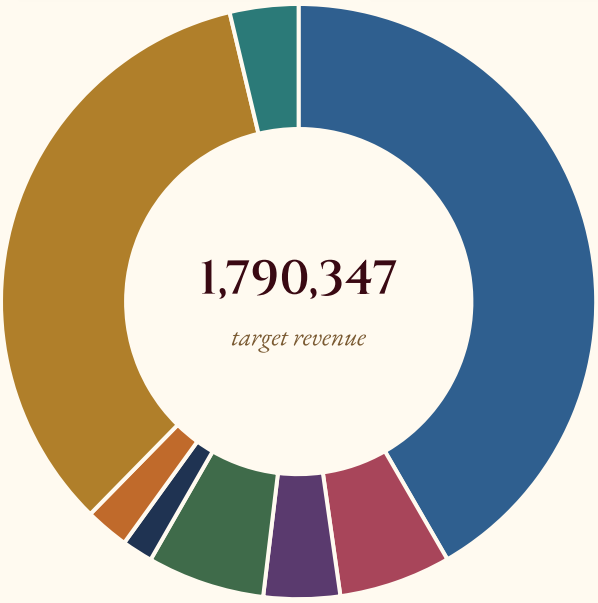
WHAT THE WHOLE HOUSE *can bring in*

1,790,347
Target yearly revenue, all areas

1,275,398
Target yearly costs, all areas

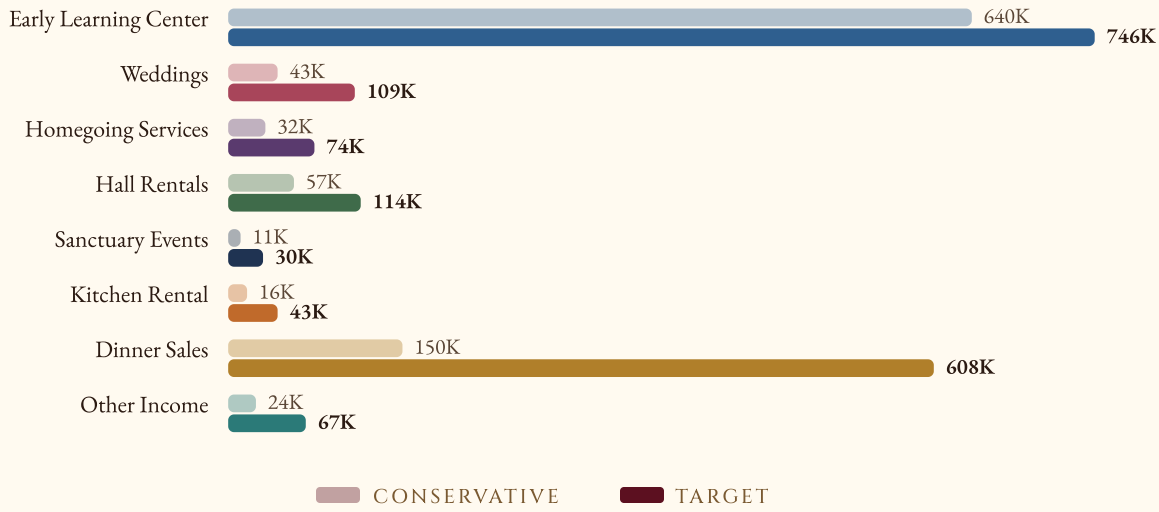
514,948
Target walk-away each year

46,654
Conservative walk-away each year



Early Learning Center	746,032
Weddings	108,960
Homegoing Services	74,325
Hall Rentals	114,180
Sanctuary Events	30,000
Kitchen Rental	42,600
Dinner Sales	607,500
Other Income	66,750

CONSERVATIVE AND TARGET, AREA BY AREA



The Early Learning Center is the largest number on the page and also the largest cost. Its purpose is the mission; the rentals, events and kitchen are what carry the building. The Food Ministry earns nothing by design and is shown in its own section.

ONE BUILDING, THREE DOORS

A CALENDAR BUILT AROUND *the children*

Each level has its own entrance, so a funeral in the sanctuary never passes through a classroom, and a Saturday reception never meets a toddler. Weekday events in the hall begin after 5 PM, when the children have gone home. Saturdays belong to rentals. Sundays belong to worship first.

A TYPICAL WEEK

	MON	TUE	WED	THU	FRI	SAT	SUN
Sanctuary		Homegoings	Rehearsals	Homegoings	Concerts	Weddings Photo, film	Worship
Hall & kitchen	Kitchen	Evening rentals	Evening rentals	Dinner sales	Dinner sales	10-hr rental Dinner sales	Showers, parties
Lower level	Child care	Child care	Child care	Child care	Child care	Food Ministry	

Lower level

Children only, Monday to Friday, 7:30 AM to 5:30 PM. Its own door, its own bathrooms, no public access during care hours. Saturday mornings it can host the Food Ministry.

Hall & kitchen

Weekday events start at 5 PM. Saturdays are rental days, 10 hours. Repasts may use the hall in the daytime because they enter by the upper doors. Sunday afternoons host showers and parties.

Sanctuary

Worship first on Sundays. Weddings and homegoings any day, daytime or evening. Concerts, rehearsals and shoots on weekday evenings and Saturdays.

PART ONE

The Proposal

Nine areas of ministry and revenue, each in its own color: what it is, what it can bring in, what it costs, and what it needs.

LOWER LEVEL · MONDAY TO FRIDAY

Early Learning Center

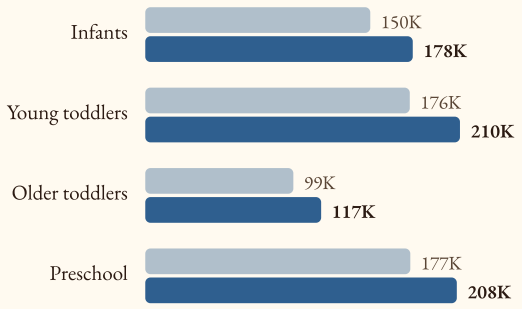
Licensed, high-quality care for 36 children from six weeks to five years old, in a neighborhood where families wait for seats.

SEATS, RATIOS AND WHAT EACH AGE BRINGS IN

AGE GROUP	SEATS	RATIO	PRIVATE TUITION	STATE SUBSIDY	CONSERVATIVE	TARGET
Infants (6 wks - 12 mo)	8	1 : 4	525/wk	67.83/day	150,065	178,313
Young toddlers (12 - 24 mo)	10	1 : 5	495/wk	63.49/day	176,419	209,824
Older toddlers (2 - 3 yrs)	6	1 : 6	460/wk	59.54/day	98,676	117,223
Preschool (3 - 5 yrs)	12	1 : 10	400/wk	56.23/day	176,724	207,677
Tuition and subsidy	**36**				**601,884**	**713,037**
Federal meal funding (CACFP)					33,687	27,864
Registration fees (150 a child)					4,590	5,130
Early Learning revenue					**640,160**	**746,032**

HOW THE NUMBERS ARE BUILT

- Seats filled: **85%** conservative, **95%** target.
- Families paying tuition: **55%** and **70%**; the rest use Child Care Works.
- Tuition sits just below Center City's market: Parent Infant Center charges about 590 a week for infants; ours is 525.
- Subsidy uses Philadelphia's Region 18 daily rates for centers, effective January 2025.
- Breakfast, lunch and snack are reimbursed through CACFP at the 2026–27 federal rates.



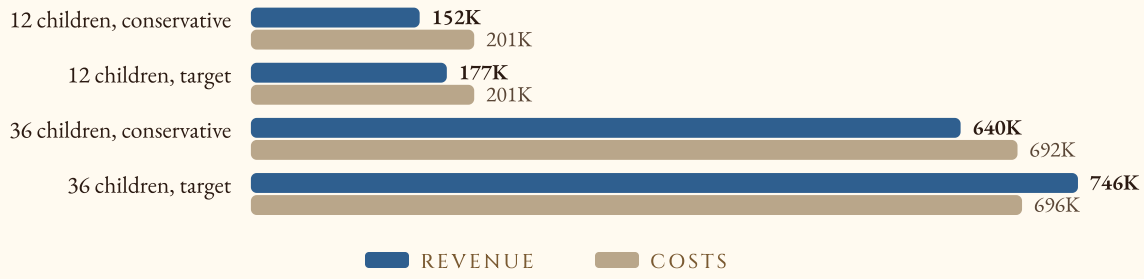
THE PEOPLE AND THE *running costs*

Pennsylvania sets how many adults must be in each room: one for every four infants, five young toddlers, six older toddlers and ten preschoolers. For 36 children across a ten-hour day that means seven teachers in ratio, two floaters to cover breaks and long days, a director who holds the license and a cook for the federal meal program.

STAFF POSITION	PEOPLE	YEARLY
Center director (holds the license)	1	68,000
Lead teachers, one per group in ratio	7	294,000
Floater teachers (breaks, open and close)	2	72,000
Cook and nutrition aide (CACFP meals)	1	34,000
Enrollment and subsidy billing, part time	0.5	20,000
Payroll taxes and workers' comp (12%)		58,560
Health stipend (2,400 a full-time person)		27,600
People	**11.5**	**574,160**

RUNNING COSTS	CONSERVATIVE	TARGET
Food (about 4.50 a child a day)	34,425	38,475
Classroom supplies and curriculum	14,000	14,000
Insurance: liability, accident, abuse cover	16,000	16,000
Utilities, lower-level share	14,000	14,000
Custodial and maintenance	16,000	16,000
Payroll, accounting, software	10,000	10,000
Licensing, clearances, training, STARS	6,000	6,000
Repairs and replacement reserve	7,000	7,000
All Early Learning costs	**691,585**	**695,635**
Early Learning result	**–51,425**	**50,397**

12 CHILDREN TODAY VERSUS 36 CHILDREN TOMORROW



Why growing to 36 matters. Twelve children cannot pay for a properly staffed program: the October 2 plan showed a loss of 25,000 to 49,000 a year. At 36 children the same building and the same director serve three times the families, and the program moves from a loss toward break-even and beyond. The rentals carry it until the seats fill.

THE ROAD FROM *12 children to 36*

Today the property is zoned **RM-1**. Philadelphia's zoning code allows a **Group Day Care of up to 12 children** here, by special exception, because it is part of a house of worship. A full **Day Care Center** is not listed as a permitted use in RM-1, so 36 children needs the Zoning Board's approval of a variance. That is a real hill, and churches climb it. Here is what stands in the way and how we get over each part.

1 · Zoning

RM-1 caps us at 12. **Plan:** open at 12 by special exception, then apply to the Zoning Board for a use variance to 36, with zoning counsel, a community meeting and letters from the Councilmember and neighbors.

2 · The building code

More than five children under 2½ changes the code class to I-4, which is strict below ground. **Plan:** the lower level has its own street entrance; an architect confirms it as the level of exit discharge and we add sprinklers and a fire alarm.

3 · Space

36 children need about 1,440 sq ft of classroom space plus play space. **Plan:** fit out about 3,800 sq ft of the lower level, with an indoor play room that meets the state rule with no city permission.

4 · Exits & access

Two working exits that do not pass through the kitchen, and an accessible route. **Plan:** repair the second exit first; add a lift or ramp if needed.

5 · Drop-off

No parking lot. **Plan:** request a short-term loading zone on Lombard Street; stagger arrival times; most families walk or use the Broad Street Line.

6 · Staffing

Qualified teachers are scarce. **Plan:** pay at or above the Philadelphia average, add a health stipend, and grow toward Keystone STARS quality ratings.

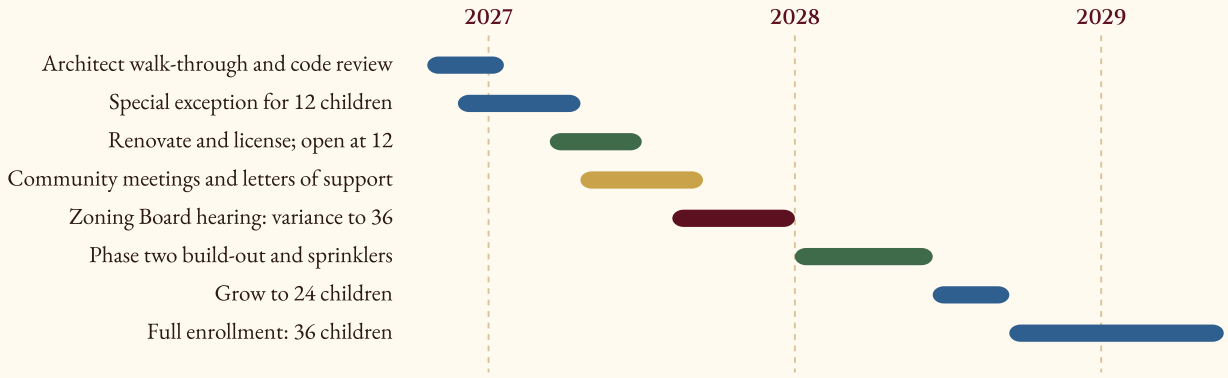
7 · Money up front

About 960,000 with contingency. **Plan:** phase it; layer grants, a CDFI loan and a capital campaign (Part Two).

8 · Neighbors

Variances need community support. **Plan:** meet the Registered Community Organizations early; offer neighborhood families first enrollment.

THE ACTION PLAN, OPTIMISTIC AND INTENTIONAL



2027

Open at 12 children

Licensed, staffed and serving the first families.

2028

Variance granted, grow to 24

Phase-two construction and a second classroom wing.

2029

Full at 36 children

Break-even or better, STAR 3, funded pre-K seats.

SANCTUARY · ANY DAY, DAYTIME OR EVENING

Weddings

A 1926 Gothic sanctuary with a century of stained glass, one of the most beautiful wedding rooms in Center City, offered to couples who are not members.

RATE CARD

NON-MEMBER FEES	
Sanctuary, 4-hour block with rehearsal	2,200
Wedding coordinator	400
Organist or musician	450
Sexton (opens, sets, cleans)	200
Officiant honorarium	450
Ceremony package	**3,700**
Reception in the fellowship hall, 5 hours	1,400
Members	Sanctuary fee waived

A YEAR OF WEDDINGS

	CONSERVATIVE	TARGET
Weddings a year	10	24
Receptions held in our hall	40%	60%
Yearly revenue	**42,600**	**108,960**

How it compares. First Presbyterian in Center City charges non-members 2,500 for the sanctuary; Memorial Presbyterian 3,000. Our 2,200 sits in the upper middle of the market for a neighborhood that expects it, and members never pay the sanctuary fee.

LICENSES & PERMITS

- No church license is needed to host a ceremony. The couple brings a Philadelphia marriage license (Register of Wills, City Hall).
- Alcohol at receptions: require a licensed caterer, or the church applies to the PLCB for a Special Occasion Permit (nonprofits only, limited days a year).
- Require every renter to carry one-day event insurance (about 75 to 300) naming the church as additional insured.
- Large receptions: confirm with L&I whether the hall needs an assembly occupancy posting and fire inspection.

SANCTUARY AND HALL · WEEKDAY DAYTIME WELCOME

Homegoing Services

A dignified homegoing in the sanctuary and a repast in the hall below, with a staff that carries the details for grieving families.

RATE CARD

NON-MEMBER FEES	
Sanctuary for the service	650
Repast in the hall with kitchen, 3 hours	550
Musician	250
Sexton	150
Officiant honorarium	300
Repast catering, per plate	22
Members	Sanctuary and hall at no charge
Hardship	Fees reduced or waived

A YEAR OF HOMEGOING SERVICES

	CONSERVATIVE	TARGET
Homegoings a year	15	30
Families using the repast hall	70%	85%
Repasts we cater (60 plates)	30%	50%
Yearly revenue	**31,965**	**74,325**

A ministry first. Funerals are rarely a large source of income, and we price them modestly. Their real value is pastoral: families who are cared for at a homegoing often come back to worship.

LICENSES & PERMITS

- Funerals need no church license; the funeral director handles permits and the burial transit permit.
- Catering repasts from our kitchen requires a Philadelphia Food Establishment license and a ServSafe-certified manager (see Dinner Sales).
- Weekday daytime homegoings run on the sanctuary and hall levels, separate from the children's entrance.

MIDDLE LEVEL · WEEKDAY EVENINGS AND SATURDAYS

Hall Rentals

Receptions, banquets, showers, galas and meetings in the fellowship hall, booked by the hour on weekday evenings and by the day on Saturdays.

RATE CARD

RATE	
Saturday package, 10 hours	1,650
Weekday evening, per hour (5 to 10 PM)	175
Weekday evening, 4-hour minimum	700
Cleaning fee, each event	150
Security deposit (refundable)	400
Nonprofits	25% off
Members	Reduced rate

A YEAR OF HALL RENTALS

	CONSERVATIVE	TARGET
Saturdays available	48	38
Saturdays booked	40%	70%
Evening rentals a year	26	78
Yearly revenue	**56,660**	**114,180**

Market check. Philadelphia church halls list at 160 to 200 an hour (Calvary Center) and Peerspace church spaces at 125 to 250 an hour. Saturdays not taken by our own wedding receptions are offered to the public.

LICENSES & PERMITS

- Assembly use: confirm occupancy load posting with L&I and keep the fire inspection current.
- Renters provide a certificate of insurance; alcohol only through a licensed caterer or a PLCB permit.
- As a 501(c)(3), the church registers its IRS letter with the City Revenue Department for a free Activity License Number; no paid Commercial Activity License.

SANCTUARY · EVENINGS AND SATURDAYS

Sanctuary Events

Concerts, recitals, choirs and chamber music in a room built for sound, plus photography and film in one of the city's great historic interiors.

RATE CARD

RATE	
Concert or recital, 4-hour block	900
Photo session, 2 hours	450
Film or television, full day	2,500
Rehearsal with piano, per hour	75
Sexton, per hour	27

A YEAR OF SANCTUARY EVENTS

	CONSERVATIVE	TARGET
Concerts and recitals	6	15
Photo sessions	6	20
Film or TV days	1	3
Yearly revenue	**10,600**	**30,000**

LICENSES & PERMITS

- List the church with the Greater Philadelphia Film Office for location scouting.
- Public ticketed concerts: confirm assembly occupancy and fire watch requirements with L&I and the Fire Marshal.
- Productions supply their own insurance and city filming permits.

MIDDLE LEVEL · KITCHEN

Kitchen Rental

A full kitchen, renovated to commercial standard, rented by the hour to caterers, bakers and food entrepreneurs who need a licensed place to cook.

RATE CARD

RATE	
Hourly rate, 4-hour minimum	40
Monthly member, 12 hours	350
Deposit	250
Renter brings	ServSafe, own food license, insurance

A YEAR OF KITCHEN RENTAL

	CONSERVATIVE	TARGET
Rented hours a week	6	15
Monthly members	1	3
Yearly revenue	**16,200**	**42,600**

Market check. Shared kitchens in Philadelphia rent at 15 to 50 an hour; a church kitchen in Germantown rents at 75 an hour. At 40 an hour we are fair and steady.

LICENSES & PERMITS

- The kitchen itself must pass Philadelphia Department of Public Health plan review and hold a Food Establishment license before any commercial use.
- Each renter holds their own food license and a ServSafe food manager certificate.
- Requires the renovation in Part Two: hood, fire suppression, grease interceptor, walk-in cooler.

MIDDLE LEVEL · THURSDAY, FRIDAY & SATURDAY NIGHTS

Dinner Sales

Church dinners sold by the plate three nights a week, a Philadelphia tradition that brings the neighborhood to the door and funds the mission.

PLATES A NIGHT × 20 A PLATE × 3 NIGHTS A WEEK × 50 WEEKS = YEARLY DINNER SALES

A YEAR OF DINNER SALES

	CONSERVATIVE	TARGET
Nights a year (Thu, Fri, Sat)	150	150
Customers a night	40	150
Plates per order (some buy for family)	1.25	1.35
Plates a night	50	202
Plates a year	7,500	30,375
Yearly sales	**150,000**	**607,500**
Food, containers, gas, kitchen lead, card fees	106,875	327,619
Kept for ministry	**43,125**	**279,881**

HOW A DINNER NIGHT WORKS

- Cook from 2 PM; pickup 5 to 8 PM at the hall door.
- Fish, chicken or ribs with two sides and bread.
- Pre-orders by phone and online, plus walk-ups.
- One paid kitchen lead a night; the rest volunteer.
- Saturday renters bring outside caterers.

WHAT IF WE SELL MORE?

EACH NIGHT	PLATES A YEAR	SALES	COSTS	KEPT
50 plates a night	7,500	150,000	106,875	**43,125**
100 plates a night	15,000	300,000	179,250	**120,750**
150 plates a night	22,500	450,000	251,625	**198,375**
200 plates a night	30,000	600,000	324,000	**276,000**

LICENSES & PERMITS

- **Food Establishment license** (Health Dept, after kitchen plan review) and a ServSafe manager on site.
- **PA sales tax license:** collect 8% on top of the 20 plate price. **Federal tax:** stays tax-free while volunteers do substantially all the work.

MORE WAYS THE BUILDING CAN SERVE

OTHER INCOME THAT FITS *the calendar*

Beyond the big events, a historic building in Center City attracts a steady stream of smaller, regular users. Each of these runs on a level and at a time that never touches the children.

USE	WHEN AND WHERE	CONSERVATIVE	TARGET
Standing weekly groups (recovery groups, nonprofits, clubs)	weekday evenings, hall-level rooms	3,600	10,500
Music lessons, choir and ensemble rehearsals	weekday evenings, sanctuary with piano	9,000	24,000
Dance and theater rehearsal space	weekday evenings and Sunday afternoons, hall	5,000	13,750
Baby showers, birthdays, anniversaries (4-hour packages)	Sunday afternoons after worship	4,400	12,000
Heritage tours and Open House Philadelphia (donations)	Saturdays, sanctuary	1,500	6,000
Polling place for city elections	two elections a year	400	500
Other income		**23,900**	**66,750**

RATES FOR THE SMALLER BOOKINGS

BOOKING	RATE	COMPARABLE
Recovery groups (AA, NA)	150 to 175 a month each	Groups traditionally pay modest rent
Nonprofit and club meetings	35 an hour or 200 a month	Classrooms rent at 50 to 140 an hour
Music lessons, choir, ensembles	60 an hour	Sanctuary with piano at 75
Dance and theater rehearsal	50 to 55 an hour	40 to 60 an hour locally
Showers and birthdays, 4 hours	550 to 600	Hall packages at 450 to 700
Heritage tours	Suggested donation 10	Open House and Sacred Places tours
Polling place	Paid by the City	Two elections a year

WORTH EXPLORING, NOT COUNTED IN THE TOTALS

Cell antenna lease in the bell tower
1,000 to 2,500 a month on a long lease, if the Historical Commission allows it

Summer meal site (USDA Summer Food Service Program)
reimbursed 5.60 a lunch; covers its own food cost, adds no profit

Summer day camp in the hall
weekday daytime use; needs trustee approval and separate licensing

SATURDAYS · DONATED FOOD, DONATED TIME

Food Ministry

Groceries for the neighborhood and a community meal, run by volunteers on food from Philabundance and the congregation. It earns nothing, and that is the point.

9,100
household visits a year, target

3,328
volunteer hours a year, target

110,190
value of donated time

14,310
cash cost a year, target

What it costs in cash

	Conservative	Target
Philabundance shared fee (19 cents a lb on about 30% of food)	4,446	7,410
Bags, gloves, cleaning supplies	1,800	3,000
Utilities share	1,500	2,400
Refrigeration upkeep	1,000	1,500
Covered by giving	**8,746**	**14,310**

What it gives

- 100 to 175 households served each week.
- 10 to 16 volunteers giving four hours a week.
- Donated time valued at 33.11 an hour (Independent Sector, Pennsylvania).
- Optional summer meal site for children: the USDA reimburses 5.60 a lunch, so it pays for its own food.

Licenses & permits

- Giving out **packaged, shelf-stable groceries** and whole produce: no Philadelphia food license needed.
- Serving a **hot community meal** to the public: check with the Department of Public Health; a charitable food permit or the licensed kitchen may be required.
- Philabundance partner agency agreement, food safety training and temperature logs for refrigerated food.
- USDA summer meals run through the PA Department of Education's Summer Food Service Program.

MONEY OUT

WHAT IT COSTS *to run it all*

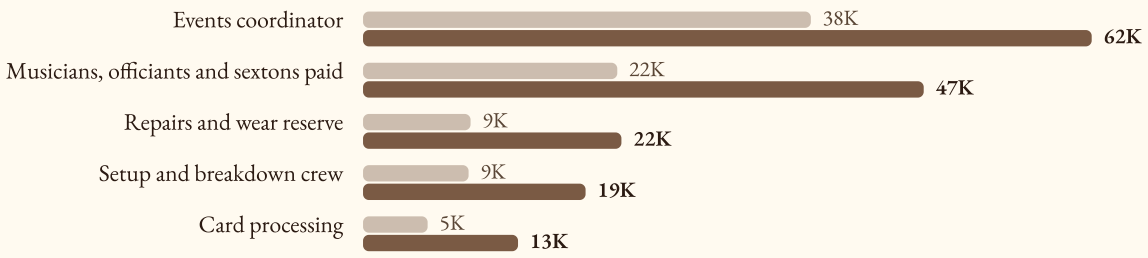
Rentals are not free money: someone answers the phone, sets the chairs, cleans, lights the room and locks the door. The Early Learning Center, Dinner Sales and the Food Ministry carry their own costs, shown in their sections.

COST	CONSERVATIVE	TARGET
Events coordinator (books, shows, contracts, invoices)	37,856	61,600
Setup and breakdown crew (tables, chairs, stage)	8,923	18,806
Sexton and custodian for rental events	4,504	10,303
Security for large events and receptions	3,101	6,316
Musicians, officiants and sextons paid from wedding and homegoing fees	21,500	47,400
Repast catering food	3,267	10,890
Electric and gas for events, sanctuary	4,192	10,112
Electric and gas for events, hall	4,865	10,171
Kitchen utilities during rentals	2,664	7,092
Water and sewer, events (with the 25% charity discount)	1,800	3,200
Event insurance endorsement	5,000	7,000
Tables, chairs, linens and replacement	3,000	5,000
Marketing, listings and booking software	3,000	5,000
Card processing (3 percent)	5,458	13,104
Repairs and wear reserve (5 percent)	9,096	21,841
Running the rentals, events and kitchen	**118,226**	**237,835**

UTILITIES, HONESTLY

Philadelphia rates in 2026: PECO generation about 10.7 cents a kWh (about 15 to 18 cents with delivery); PGW gas about 1.20 to 1.60 a hundred cubic feet with delivery; Philadelphia Water Department rates rose September 1, 2026, and churches qualify for a **25 percent Charity Rate discount** and stormwater credits. Lighting and heating a Gothic sanctuary for an evening costs far more than the hall, which is why sanctuary rates are higher.

WHERE THE EVENT MONEY GOES, TARGET YEAR



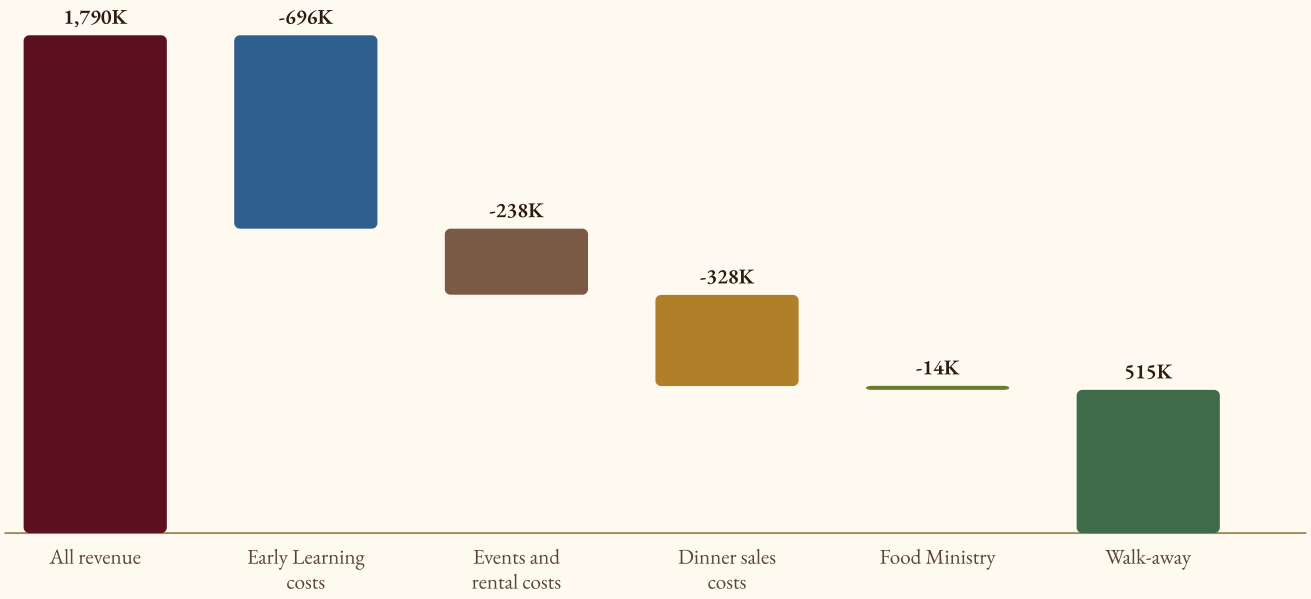
GRAND TOTAL

EVERYTHING, *added together*

MONEY IN	CONSERVATIVE	TARGET
Early Learning Center	640,160	746,032
Weddings	42,600	108,960
Homegoing Services	31,965	74,325
Hall Rentals	56,660	114,180
Sanctuary Events	10,600	30,000
Kitchen Rental	16,200	42,600
Dinner Sales	150,000	607,500
Other Income	23,900	66,750
Food Ministry	0	0
All revenue	**972,085**	**1,790,347**

MONEY OUT	CONSERVATIVE	TARGET
Early Learning Center costs	691,585	695,635
Running rentals, events and kitchen	118,226	237,835
Dinner sales costs	106,875	327,619
Food Ministry cash costs	8,746	14,310
All costs	**925,432**	**1,275,398**
Walk-away each year	**46,654**	**514,948**

FROM REVENUE TO WALK-AWAY, TARGET YEAR



The walk-away. In a conservative year the whole house covers its own costs and returns about **46,654**. In a target year it returns about **514,948**. As a nonprofit, every dollar of it goes back into the mission: teachers, the building, the Food Ministry and the next two hundred years. These figures are before any loan payments on the renovations in Part Two.

PART TWO

The Business Plan

How we get there: the action plan, the licenses and who to call, the renovation budgets, the grants, the people, and the timeline.

STEP BY STEP, *who does what*

The order matters. Money that moves fast (the congregation, a CDFI loan, legislative grants) pays for phase one. Slower competitive grants repay it and fund phase two. Zoning is the long pole, so it starts first and never stops moving.

WHEN	STEP	WHO LEADS
Now – Dec 2026	Architect walk-through of all three levels; confirm the lower level's street entrance as the level of exit discharge; measure every room	Trustees + architect
Now – Dec 2026	Enroll in the Water Department Charity Rate (25% off); register the IRS letter for a free Activity License Number	Finance Ministry
Dec 2026	Keystone Historic Preservation pre-application (due Dec 7) for the facade and building systems	Grants lead
Dec 2026 – Jan 2027	Local Share Account application with letters from Rep. Waxman and Sen. Saval: kitchen and child care fit-out	Pastor + grants lead
Jan 2027	Apply for Reinvestment Fund ACCESS; open talks on Fund for Quality; join Philabundance as a partner agency	Early Learning director
Jan – Apr 2027	Zoning: special exception for Group Day Care (12); Health Dept plan review for the kitchen; building permits in eCLIPSE	Zoning counsel + architect
Mar 2027	Keystone full application (due Mar 1); National Fund and Action Fund 2027 rounds	Grants lead
Apr – Jun 2027	Phase one build-out: exits, bathrooms, two classrooms, play room; kitchen renovation; hire the director	Contractor + trustees
Summer 2027	OCDEL certification inspection; open at 12 children; CACFP agreement; Child Care Works enrollment	Early Learning director
Summer 2027	Hall and sanctuary rate card published; coordinator hired; dinner sales begin Thursday to Saturday, with a sales tax license	Events coordinator
Fall 2027	Community meetings with the RCOs; letters from Council President Johnson and neighbors	Pastor + trustees
Winter 2027 – 2028	Zoning Board hearing for the variance to 36; appeal window passes	Zoning counsel
2028	Phase two: sprinklers, I-4 upgrades, remaining classrooms; license amended to 36	Architect + contractor
2028 – 2029	Grow from 24 to 36 children; Keystone STAR 3, then Pre-K Counts and PHLpreK seats	Early Learning director

PART TWO · WHERE TO BEGIN

The First 90 Days

Eight concrete steps that cost little, move everything forward, and can all start this fall.

1 Vote and name a lead

The trustees adopt the plan in principle and name one project lead who reports monthly.

2 Architect walk-through

All three levels: exits, the lower-level entrance, ceiling heights, sprinklers, kitchen.

3 Water Charity Rate

Call 215-686-6906. A 25 percent discount on every water bill, starting now.

4 Register with City Revenue

Send the IRS letter for a free Activity License Number covering rentals.

5 Call ELRC 18

888-535-2209: start-up grants, STARS, Child Care Works enrollment for providers.

6 Meet the Councilmember

Council President Johnson's office, 215-686-3412: zoning support and district funds.

7 Keystone pre-application

Due December 7, 2026. Free review of our project before the March 1 deadline.

8 Local Share Account

Opens December 1, 2026. Ask Rep. Waxman and Sen. Saval for letters of support.

WHO TO CALL, *and for what*

OFFICE	WHAT IT HANDLES FOR US	PHONE	ADDRESS AND ONLINE
L&I · Permit and License Center	Zoning and building permits, Certificate of Occupancy, inspections (eCLIPSE)	311 · 215-686-8686 · permits 215-686-2433	Municipal Services Bldg, 1401 JFK Blvd, Concourse, Phila. 19102 · eclipsepermit.phila.gov
Zoning Board of Adjustment	Special exception (12 children) and variance (36 children)	215-686-2429 · 215-686-2430	1515 Arch St, 18th Fl, Rm 18-006, Phila. 19102 · RCOZBA@phila.gov
City Planning Commission	Registered Community Organization meetings for zoning appeals	215-683-4615	1515 Arch St, 13th Fl, Phila. 19102
Health Dept · Office of Food Protection	Kitchen plan review, Food Establishment license, temporary food permits	215-685-7495	321 University Ave, 2nd Fl, Phila. 19104
PA DHS · OCDEL Southeast Regional Office	Child care certification (license) and inspections	215-560-2541 · 800-346-2929	801 Market St, Suite 5132, Phila. 19107
Early Learning Resource Center 18 (PHMC)	Child Care Works subsidy, Keystone STARS, child care grants	888-535-2209 · 610-480-3190	4601 Market St, Phila. 19139 · elrc18@phmc.org
PA Dept of Education · Food and Nutrition	CACFP child care meals and Summer Food Service Program	717-787-7698 · 800-331-0129	607 South Dr, Harrisburg 17120 · RA-CACFP@pa.gov
PA Liquor Control Board · Licensing	Special Occasion Permit for events with alcohol	717-783-8250 · PLCB+ 844-707-5476	Online only through PLCB+
PA Department of Revenue	Sales tax license for platter sales	717-787-1064	revenue.pa.gov
IRS Exempt Organizations	Unrelated business income questions (rentals, platters)	877-829-5500	irs.gov/charities
Philadelphia Water Department	25% Charity Rate discount; stormwater credits and grants	215-686-6906	1401 JFK Blvd, Suite 280 · WaterCharityHelp@phila.gov
Philadelphia Historical Commission	Exterior work, only if on the city's own historic register	215-686-7660	1515 Arch St, 13th Fl · preservation@phila.gov
Fire Department · Fire Code Unit	Assembly and child care fire inspections	215-686-1356	240 Spring Garden St, Phila. 19123 · pfd.fcu@phila.gov
County Board of Elections	Hosting a polling place	215-686-3469	520 N Columbus Blvd, Suite 512 (confirm unit)
Philabundance	Becoming a partner agency for the Food Ministry	215-339-0900	3616 S Galloway St, Phila. 19148
Greater Philadelphia Film Office	Free location listing for film and photo	215-686-2668	City Hall, Room 708 · mail@film.org

WHAT EACH AREA *needs in hand*

Early Learning Center

Zoning special exception (12) then variance (36) · Certificate of Occupancy for day care · OCDEL child care certification · Fire inspection · CACFP agreement · Health Dept food license for the kitchen used for meals · staff clearances (child abuse, State Police, FBI) · Keystone STARS

Weddings

No church license · couple's marriage license from the Register of Wills · PLCB Special Occasion Permit or licensed caterer for alcohol · renter insurance certificate

Homegoing services

Handled by the funeral director · repast catering needs the kitchen's Food Establishment license

Hall rentals

Occupancy posting and fire inspection · IRS letter registered for an Activity License Number · renter insurance

Sanctuary events

Assembly occupancy and fire watch for public concerts · free Film Office listing; productions bring permits

Kitchen rental

Health Dept plan review and Food Establishment license · each renter holds a food license and ServSafe certificate

Dinner sales

Food Establishment license · ServSafe Certified Food Protection Manager · PA sales tax license (8% collected)

Food Ministry

Packaged groceries: no license · hot public meals: check with the Health Dept · Philabundance partner agreement · SFSP sponsor application for summer meals

Good to know. Philadelphia Historical Commission review applies only if the church is on the city's own historic register; National Register listing alone does not require it. Ask the Commission at 215-686-7660 before any exterior work.

EVERY RENTAL AGREEMENT SHOULD INCLUDE

- ✓ Certificate of insurance, 1 million dollars, church named
- ✓ Alcohol only by licensed caterer or PLCB permit
- ✓ Setup and breakdown times written in
- ✓ Security required over 100 guests
- ✓ Refundable deposit and cleaning fee
- ✓ Occupancy limit and fire exits kept clear
- ✓ No access to the lower level, ever
- ✓ Cancellation and damage terms

WHAT IT COSTS TO *get ready*

960,250
Early Learning Center for 36

236,900
Commercial kitchen

109,250
Hall and sanctuary upgrades

1,306,400
All three projects

EARLY LEARNING CENTER, LOWER LEVEL

ITEM	ESTIMATE
Architect, engineer, zoning counsel, permits	85,000
Exits, stairs and egress to the level of exit discharge	70,000
Full sprinkler system for the lower level	85,000
Fire alarm, emergency lighting, exit signs	32,000
Child-height and accessible bathrooms, diaper stations	95,000
Classrooms: partitions, doors, flooring, lighting, finishes	135,000
Heating, cooling and fresh-air ventilation	70,000
Indoor gross-motor play room	30,000
Furniture, cribs, cots, classroom and play equipment	48,000
Accessible lift or ramp, if no grade-level route	120,000
Lead and asbestos testing and abatement allowance	25,000
Pre-opening staff, training, clearances, licensing	40,000
Contingency, 15%	125,250
Total	**960,250**

COMMERCIAL KITCHEN, SECOND LEVEL

ITEM	ESTIMATE
Type I exhaust hood with fire suppression	48,000
Cooking line: range, convection oven, griddle, fryer	38,000
Walk-in cooler and reach-in freezer	26,000
Three-compartment sink, hand sinks, prep tables, shelving	18,000
Grease interceptor and plumbing	20,000
Gas and electrical upgrades	16,000
Washable walls, quarry-tile floor, lighting	26,000
Design, Health Department plan review, permits	14,000
Contingency, 15%	30,900
Total	**236,900**

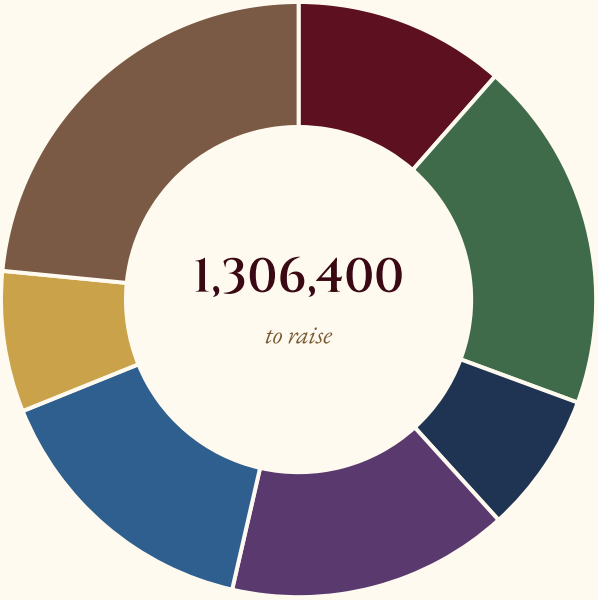
HALL AND SANCTUARY FOR EVENTS

ITEM	ESTIMATE
300 chairs and 40 banquet tables, carts and storage	33,000
Sound system and wireless microphones (hall and sanctuary)	18,000
Dimmable event lighting	14,000
Paint, floor refinishing, window treatments	26,000
Signage, booking software, photography	4,000
Contingency, 15%	14,250
Total	**109,250**

Planning estimates for a 1920s building, not bids. An architect's walk-through will firm them up. The child care figure can be phased: phase one for 12 children is about 395,000 (October 2 plan); phase two adds the rest when the variance is granted.

PAYING FOR IT: *the funding stack*

No single grant covers a project this size. The plan layers fast money with competitive grants, and borrows only to bridge the gap until grants arrive. These are targets, not commitments.



Congregational capital campaign	150,000
Local Share Account – Philadelphia	250,000
Keystone Historic Preservation	100,000
Preserving Black Churches / Action Fund	200,000
Reinvestment Fund · Fund for Quality	200,000
A.M.E. Zion Church Extension and Council District 2	100,000
CDFI loan (bridge, repaid from grants)	306,400

ALREADY WON

GRANT	AWARD	WHAT IT PAID FOR
National Fund for Sacred Places, 2017 cohort	100,000 awarded, matched by 100,000 raised by the congregation	Front facade and the stone tracery under the great window; th

Proof that matters. The congregation already won a National Fund for Sacred Places grant and raised the full 100,000 match. Every funder in this booklet asks for exactly that kind of track record. Lead every application with it.

WHAT THE BRIDGE LOAN COSTS

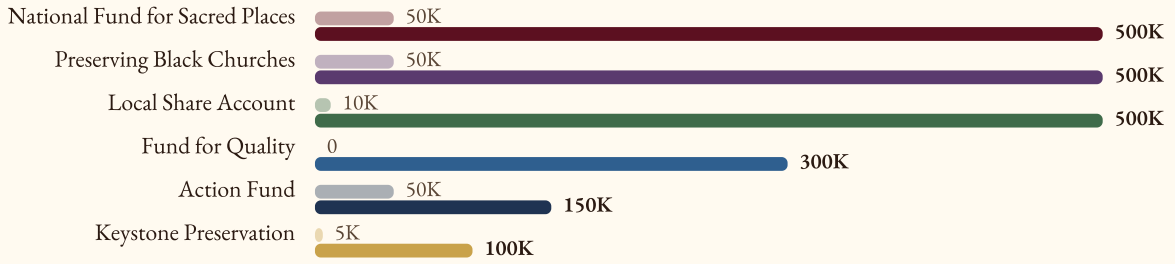
IF WE BORROW	RATE	TERM	YEARLY PAYMENT
150,000	6.5%	10 years	20,866
306,400	6.5%	10 years	42,622
500,000	6.5%	10 years	69,552

Every 100,000 borrowed costs about 13,900 a year. The target-year walk-away covers a 306,000 bridge loan more than ten times over; the conservative year covers it as well. Repay early as grants arrive.

GRANT PROGRAMS *to pursue*

PROGRAM	FOR	AWARD	NEXT DATE	CONTACT
National Fund for Sacred Places (Partners for Sacred Places)	Building	50,000 – 500,000, 1:1 match	2026 closed Mar 3; next cycle early 2027 (confirm)	866-796-0297 · 1700 Sansom St, 10th Fl, Phila. 19103
Preserving Black Churches (National Trust)	Building, staff, programs	50,000 – 500,000	2026 round closed Sep 11; watch for 2027	savingplaces.org/preserving-black-churches
African American Cultural Heritage Action Fund	Building, planning, programs	50,000 – 150,000	Next round about January 2027	savingplaces.org/action-fund-guidelines
Keystone Historic Preservation Grants (PHMC)	Building	5,000 – 100,000, 50/50 match	**Pre-application Dec 7, 2026 · full Mar 1, 2027**	717-783-8946 · phmckeystonegrants@pa.gov
Local Share Account – Philadelphia (state gaming)	Kitchen, child care, building	10,000 – 500,000	**Dec 1, 2026 – Jan 31, 2027**	grants.pa.gov · ask the State Rep and Senator to support
Neighborhood Assistance Program (DCED tax credits)	Child care is a priority	Business donors get tax credits	Spring 2027 round	dced.pa.gov
Reinvestment Fund · Fund for Quality and ACCESS	Early Learning facility	Up to 300,000 (Fund for Quality)	**ACCESS opens January 2027**	215-574-5912 (early childhood) · 1700 Market St, 19th Fl

LARGEST POSSIBLE AWARD, BY PROGRAM



Child care is now a listed priority for the state's Neighborhood Assistance Program, which gives local businesses tax credits for supporting programs like ours. A bank or business partner could fund the Early Learning Center through it.

MORE FUNDERS *and key dates*

PROGRAM	FOR	AWARD	NEXT DATE	CONTACT
Child Care Start-Up and Expansion Grant (OCDEL)	Early Learning	Up to 75,000 new / 50,000 expansion	Region 18 was not eligible in 2024-25; ask ELRC 18	888-535-2209
PHLpreK and Pre-K Counts	Funded preschool seats	About 10,750 a seat (Pre-K Counts)	PHLpreK late 2026; Pre-K Counts 2028 (needs STAR 3)	PHLpreK@phmc.org
PNC Grow Up Great	Early Learning programs	Program grants	Rolling; Philadelphia dates May, Aug, Oct (confirm)	pnc.growupgreat@pnc.com
William Penn Foundation	Early learning	By invitation	Relationship first	215-988-1830 · Two Logan Square
Philabundance member capacity grants	Food Ministry equipment	Fridges, freezers, shelving, vans	Members only; join first	215-339-0900
Philadelphia Water Dept stormwater grants (SMIP)	Building	Covers green stormwater work	**Fall due Oct 16, 2026**; spring round March	215-686-6906
Lilly Endowment · Serving Neighbors	Through a denominational network	Up to 5 million to networks	Announced Sep 28, 2026	Through the A.M.E. Zion conference (confirm)

Dates to put on the calendar now: Oct 16, 2026 stormwater grant · Dec 7, 2026 Keystone pre-application · Dec 1, 2026 – Jan 31, 2027 Local Share Account · January 2027 ACCESS child care grants · Mar 1, 2027 Keystone full application. Watch for the 2027 National Fund, Action Fund and PHLpreK rounds.

ASK THEM TO STAND WITH US

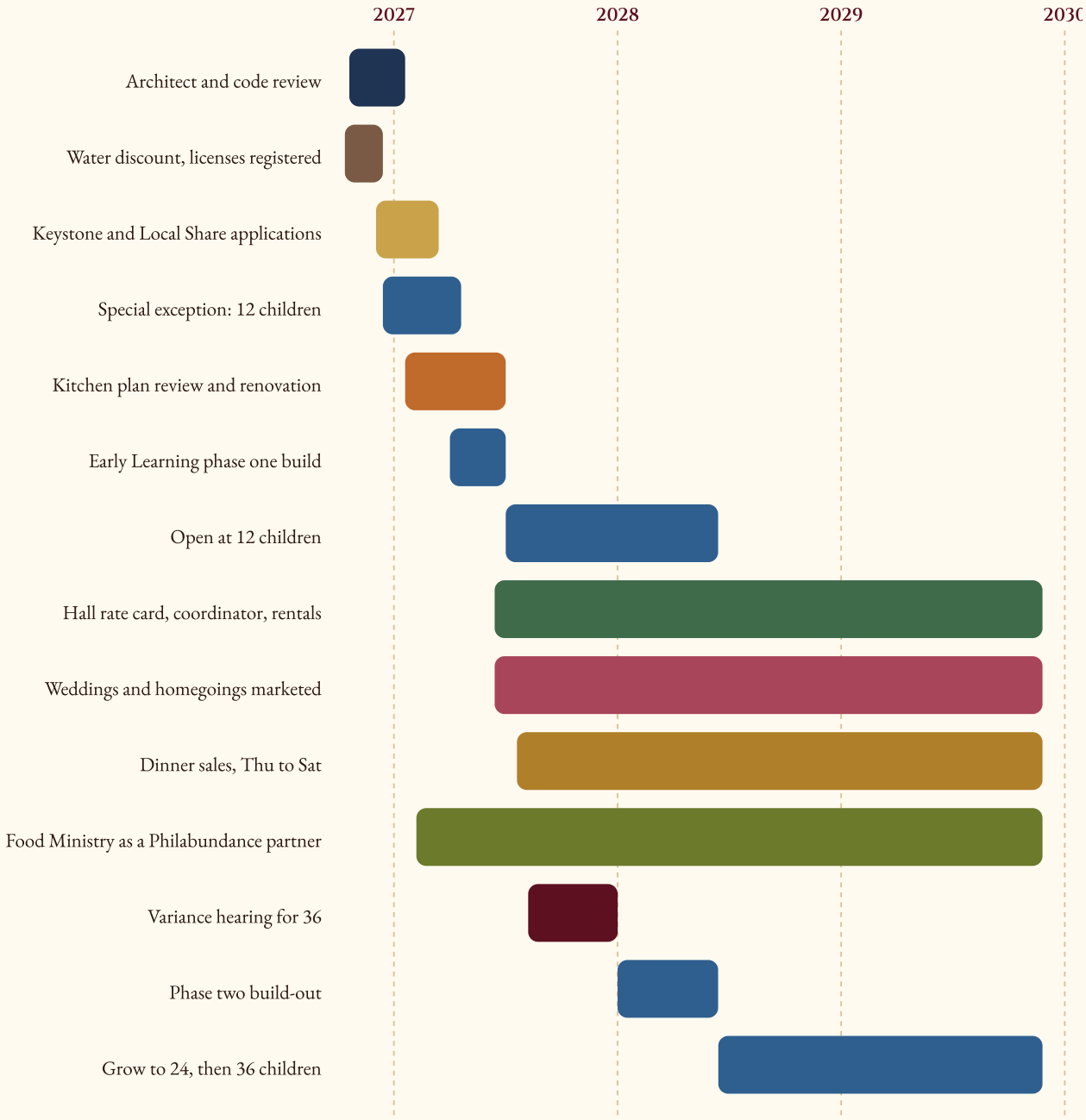
OFFICIAL	DISTRICT	PHONE	OFFICE
Council President Kenyatta Johnson	Council District 2	215-686-3412	City Hall, Room 580, Phila. 19107
State Representative Ben Waxman	PA House District 182	215-246-1501	1500 Walnut St, Suite 1050, Phila. 19102
State Senator Nikil Saval	PA Senate District 1	267-668-3550	1107-09 S 6th St, Phila. 19147

WHO RUNS IT, *and who they answer to*

ROLE	HOURS	PAY	PAID FROM
Early Learning director	Full time	68,000	Tuition and subsidy
Lead and floater teachers (9)	Full time	36,000 – 42,000	Tuition and subsidy
Cook and nutrition aide	Full time	34,000	CACFP and tuition
Events coordinator	25 hrs a week, then full time	26 an hour, then 55,000	Rental income
Sexton and setup crews	Per event	22 – 27 an hour	Event and cleaning fees
Security	Large events	38 an hour (agency)	Event fees
Director of Community Programs	Full time, year two	62,000 – 75,000	Capacity grant
Food Ministry and dinner teams	Volunteer	In-kind	Donated time

Every person who works with children needs the three Pennsylvania clearances (child abuse, State Police, FBI fingerprints), mandated-reporter training, a health assessment and pediatric first aid and CPR. Volunteers in the kitchen need food-handler training; at least one ServSafe manager on every dinner night.

2026 to 2029, *at a glance*



Revenue in this booklet is shown for a full year once each area is running. Expect 2027 to be a building year, 2028 the first strong rental year, and 2029 the first year at 36 children.

SOURCES *and assumptions*

WHERE THE NUMBERS COME FROM

- Wedding fees: First Presbyterian Church in Philadelphia (fpcphila.org/wedding-fees); Memorial Presbyterian; First Unitarian; Cathedral Basilica; St. Paul Parish.
- Halls and sanctuaries: Calvary Center (calvary-center.org); Germantown Mennonite (germantownmennonite.org/rentals); Our Lady of Consolation; Peerspace and Giggster Philadelphia church listings.
- Kitchens: The Kitchen Door and The Food Corridor Philadelphia listings; Germantown Mennonite kitchen rates.
- Child care: PA MCCA rate chart effective Jan 1, 2025 (pakeys.org); Parent Infant Center 2026-27 tuition; Primrose Center City; 55 Pa. Code 3270 ratios; Pre-K Counts 2025-26 (papartnerships.org).
- Meals: USDA CACFP rates July 2026 – June 2027 (fns.usda.gov); SFSP 2026 rates (Federal Register, Feb 4, 2026).
- Food Ministry: Philabundance member manual; Independent Sector value of volunteer time.
- Utilities: PECO GS price to compare, June – Nov 2026; PGW GS-COM tariff Sept 2026; Philadelphia Water Department Charity Rates.
- Wages: BLS OEWS Philadelphia; ZipRecruiter 2026. Insurance: event liability carriers.
- Zoning: Philadelphia Zoning Code Table 14-602-1 (RM-1); ZBA appeal manual 2026.
- Licensing, sales tax and grants: phila.gov, pa.gov, 61 Pa. Code 32.21, savingplaces.org, sacredplaces.org, reinvestment.com, dced.pa.gov, lillyendowment.org.

WHAT WE ASSUMED

- Every price is a planning figure for non-members, set in the upper part of the local range for Center City, and kept fair for a nonprofit.
- Conservative = what a careful board can count on; Target = optimistic but intentional, with an active coordinator and marketing.
- Early Learning at 36 children depends on a zoning variance and phase-two construction; the 12-child figures come from the October 2 business plan.
- Weekday events in the hall start after 5 PM; Saturdays are rental days; weddings and homegoings may use the sanctuary in the daytime.
- Revenue is shown for a full operating year; renovation costs and loan payments are shown separately in Part Two.
- Dinner prices (20 a plate) exclude the 8% sales tax collected for the state and city.

RESEARCHED

Prices, rates, contacts and grant dates were researched on October 3, 2026. Programs, rates and deadlines change; call the office listed before relying on any figure.

NUMBERS TO KEEP BY THE PHONE

311
City services and L&I

215-560-2541
Child care licensing

215-686-3412
Council District 2

866-796-0297
Partners for Sacred Places

215-686-2429
Zoning Board

888-535-2209
ELRC 18

215-246-1501
Rep. Ben Waxman

215-574-5912
Reinvestment Fund

215-685-7495
Food Protection

215-686-6906
Water Charity Rate

267-668-3550
Sen. Nikil Saval

215-339-0900
Philabundance

†

"Except the LORD build the house, they labour in vain that build it."

PSALM 127:1

Wesley A.M.E. Zion Church

"Big Wesley" · The Freedom Church · Founded June 6, 1820

1500 Lombard Street (Wesley Way) · Philadelphia, PA 19146

(215) 735-8961 · wesleyamezion1500@gmail.com

Prepared for the Pastor, Trustees, Stewards and Finance Ministry · October 3, 2026

Planning figures, not quotes. Confirm every rate and program with the office named before relying on it.