

A BUSINESS PLAN OF

GRACEGEN COMPANY LIMITED

DEVELOPMENT & OPERATION OF A HOTEL

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1. **EXECUTIVE SUMMARY**

This business plan is for **GRACEGEN COMPANY LIMITED**, that intend to develop and operate a full-service independent luxury hotel located in Nala, Dodoma. Our mission is to create a luxurious and relaxing atmosphere for both locals and travelers.

Owned by foreign and local businessmen the will be a top north establishment with top-notch amenities. **Unique Selling Proposition (USP):** The Hotel will stand out due to:

- i. **Prime Location:** Situated in the up-and-coming district on the outskirts of Dodoma City, we offer easy access to both city life and scenic views.
- ii. **Luxury Redefined:** Our five-star restaurant, spa, and spacious fitness center cater to guests seeking unparalleled comfort.
- iii. **Event Space:** With over 20,000 square feet of meeting space, we accommodate weddings, corporate events, and retreats.

Financial Metrics and Projections:

- i. **Investment Opportunity:** The Hotel will present an attractive investment opportunity due to its strategic location and comprehensive services.
- ii. **Projected Revenue:** Based on market research, we anticipate strong occupancy rates and revenue growth.
- iii. **Profitability:** Our financial model demonstrates a path to profitability within the first three years.

Target Audience: We will cater to mid to high-level income guests, including:

- i. Business travelers visiting Austin for work.
- ii. Locals seeking a luxurious staycation.
- iii. Tourists exploring the vibrant city.

Management Team:

- i. **Owners:** SAMVURA JEAN DAMASCENE NIYONZIMA (Rwandan), JACQUELINE ZAWADI NIKUZE (Congolese), EMMANUEL NDOLIMANA (Rwandan) and FLORIAN BENETSON KAMALA (Tanzanian)

2. INTRODUCTION

The idea is to provide our customers luxury and rest with best customer service. Dodoma City market hospitality business situation is on its competitive edge with variety of luxury 5-star facilities to 3-star hotels, motels and restaurants.

We **GRACEGEN COMPANY LIMITED** possesses good information about the market and knows a great deal about the common attributes of the most prized and loyal customers. We benefit from this information in preparing extensive marketing plan for the purpose to extend our market share and profit ratio in the market. During market research we use different method specially focus groups and primary data available for the same purpose for maintaining positive steady growth, attracting new customers and increase in occupancy.

We raise our market segmentation from three types of customers to five categories which we did not consider in the last years. On the base data and information gathered in the market we also predict sale forecast of the company and estimated growth of 10 to 12% percent per year.

2.1. THE PROJECT PROMOTERS

The shareholders of this project are SAMVURA JEAN DAMASCENE NIYONZIMA (Rwandan), JACQUELINE ZAWADI NIKUZE (Congolese), EMMANUEL NDOLIMANA (Rwandan) and FLORIAN BENETSON KAMALA (Tanzanian) with diverse professional and business background.

2.2. LOCATION

The project office will be located at Nala, Nala Ward in Dodoma City Near Roman Catholic Church.

3. TARGETED MARKET

A. Introduction to Target Market Identification

Dodoma, the capital city of Tanzania, has been undergoing significant development and urbanization since it was designated as the capital in 1974. This transformation has led to an increase in both domestic and international visitors, driven by government activities, business opportunities, and tourism. The targeted market for the hotel in Dodoma will be segmented into various categories based on demographics, purpose of visit, and spending capacity.

B. Demographic Segmentation

- i. **Business Travelers:** With Dodoma being the political hub of Tanzania, there is a substantial influx of government officials, diplomats, and business professionals attending meetings and conferences. This segment typically seeks mid-range to upscale accommodations that offer amenities such as conference rooms, high-speed internet access, and business centers.
- ii. **Government Officials:** As the seat of government institutions, many officials travel to Dodoma for work-related purposes. Catering to this demographic we intend to focus on providing secure environments with services tailored to their needs.
- iii. **Tourists:** Although not as prominent as other Tanzanian cities like Dar es Salaam or Arusha in terms of tourism, Dodoma offers unique attractions such as historical sites (e.g., the National Assembly), cultural experiences (e.g., local markets), and natural beauty (e.g., nearby parks).
- iv. **Local Residents:** There is also a market for local residents seeking accommodation for events such as weddings or family gatherings. Offering event spaces and packages can attract this demographic.

C. Psychographic Segmentation

- i. **Eco-conscious Travelers:** With growing awareness around sustainability, targeting eco-friendly travelers can be beneficial. This includes offering green initiatives within the hotel operations such as energy-efficient systems and locally sourced food options.

- ii. **Cultural Enthusiasts:** Tourists interested in experiencing Tanzanian culture may seek hotels that provide cultural immersion programs or partnerships with local artisans and guides.

D. Geographic Segmentation

- i. **Regional Visitors:** Many visitors come from surrounding regions within Tanzania for business or leisure purposes. Marketing strategies should focus on accessibility via road networks connecting Dodoma with major cities like Dar es Salaam and Mwanza.
- ii. **International Visitors:** As air travel improves with increased flights into Dodoma's airport (Dodoma Airport), targeting international tourists becomes viable. Collaborations with travel agencies can help attract foreign visitors looking for authentic experiences in Tanzania.

E. Economic Factors

The economic landscape of Tanzania shows steady growth which influences disposable income levels among both locals and visitors. The hotel should cater to varying price points:

- i. **Budget Travelers:** Offering affordable accommodations will attract backpackers or budget-conscious tourists.
- ii. **Mid-range to Luxury Segment:** Catering to business travelers and affluent tourists who are willing to pay more for comfort and convenience will enhance profitability.

F. Competitive Analysis

Understanding existing competition is crucial for positioning the new hotel effectively:

- i. Analyze current hotels in Dodoma regarding their pricing strategies, service offerings, occupancy rates, and customer reviews.
- ii. Identify gaps in the market where customer needs are not being met—such as lack of modern amenities or insufficient meeting spaces—and tailor offerings accordingly.

4. MARKETING STRATEGIES

4.1. Brand Positioning

The hotel will position itself as the leading destination for both business and leisure travelers in Dodoma, offering premium services in a modern, culturally immersive setting. Its brand will reflect:

- i. **Quality and Professionalism** – for government, corporate, and international guests.
- ii. **Cultural Experience** – highlighting local heritage, food, and community engagement for tourists.
- iii. **Comfort and Convenience** – delivering modern amenities to ensure guest satisfaction.

4.2. Pricing Strategy

- i. **Competitive Pricing:** Since the hotel will operate in a growing but competitive market, a mid- to high-end pricing strategy will be employed, with flexible pricing based on seasonality and demand.
- ii. **Corporate Rates:** Special rates will be offered to government agencies, large corporations, NGOs, and frequent business travelers.
- iii. **Group & Event Discounts:** Discounted packages for conferences, seminars, and large bookings.
- iv. **Loyalty Programs:** A points-based rewards system for repeat guests to build customer loyalty.

4.3. Promotional Strategy

Digital Marketing:

- **Website Development & SEO:** A user-friendly, multilingual website optimized for search engines, with the ability to make bookings online.
- **Social Media Campaigns:** Active presence on platforms such as Instagram, Facebook, and LinkedIn to target both business and leisure audiences with visual content, offers, and engaging local stories.
- **Email Marketing:** Monthly newsletters with promotions, event news, and travel tips.

Partnerships & Sponsorships:

- Partnership with local businesses, event organizers, and tour companies so as to create packaged offerings.

- Sponsorship or participation in government conferences and international events so as to build brand recognition.

Local Engagement:

- Collaboration with cultural organizations to offer guests immersive local experiences (e.g., local food nights, cultural tours, and community engagement programs).
- Build relationships with local government bodies, travel agencies, and business chambers to facilitate referrals.

Public Relations:

- Engage with travel influencers, bloggers, and journalists to increase visibility.
- Participate in international tourism and hospitality trade shows to network and build relationships.

Loyalty & Referral Programs:

- Develop a loyalty program offering discounts, free upgrades, and exclusive offers.
- Create a referral program where guests can earn rewards for bringing in new customers.

4.4. Sales Strategy

- a) **Direct Sales Team:** A dedicated team for corporate clients, government agencies, and international organizations to handle group bookings and long-term contracts.
- b) **Online Travel Agencies (OTAs):** While direct bookings are encouraged, listings on popular OTAs like Booking.com, Expedia, and Airbnb will help capture international and regional travelers.

4.5. Customer Service Strategy

- a) **Personalized Experiences:** Offer tailored services like personalized room preferences, concierge services, and local tours.
- b) **24/7 Customer Support:** Ensure availability of multilingual staff for seamless communication and support.
- c) **Feedback & Improvements:** Continuously collect guest feedback and use it to improve services and offerings.

5.0 SWOT ANALYSIS

5.1 Strategic Location

- **Political Capital:** As the capital city of Tanzania, Dodoma hosts government institutions, embassies, and international organizations, ensuring a steady demand for accommodation from government officials, diplomats, and corporate visitors.
- **Central Hub for Business and Government:** Dodoma's growing infrastructure and political significance present opportunities for hosting conferences, meetings, and international summits, which can attract business and government travelers.

5.2 Limited Competition in High-End Segment

- **Opportunity in Upscale Market:** While Dodoma has existing hotels, there is a gap in the market for upscale accommodations. The hotel can target the mid-to-high-end market and differentiate itself with superior service offerings, modern amenities, and a culturally immersive experience.

5.3 Growing Infrastructure and Urbanization

- **Government Investment:** Ongoing infrastructure development, including road networks, the airport, and telecommunications, is improving the city's connectivity and accessibility, making it more attractive for both business and leisure travel.
- **Urbanization Trends:** The increasing population and urbanization in Dodoma are fueling the demand for services such as hotels, catering to both business travelers and tourists.

5.4 Diverse Revenue Streams

- **Multi-Segment Appeal:** The hotel targets a broad customer base, including business travelers, government delegates, international organizations, NGOs, and tourists. This diversification helps mitigate risks by not relying on a single customer segment.
- **Event Hosting and Conference Facilities:** Offering event spaces for conferences, seminars, and corporate meetings will create additional

revenue streams. Dodoma's role as a political and administrative hub will bring in numerous conferences and professional events.

5.5 Cultural and Authentic Experience

- **Local Cultural Integration:** Offering a unique blend of Tanzanian culture through design, cuisine, and experiences (e.g., cultural tours, local events) will appeal to both domestic and international tourists seeking authentic experiences in the region.

WEAKNESSES

1. Limited Brand Recognition

- **New Market Entrant:** As a new player in the Dodoma market, the hotel will initially lack brand recognition and may need significant marketing efforts to establish itself as a trusted and preferred choice.
- **Perception of Dodoma:** Dodoma is not as globally recognized as Dar es Salaam or Zanzibar for tourism, which may limit initial interest from international travelers and tourists unfamiliar with the city.

2. Reliance on Government and Corporate Segments

- **Volatility of Government Demand:** While government and corporate segments offer stable demand, they are subject to political changes and budgetary constraints, which could lead to fluctuations in business.
- **Seasonality Risk:** High dependence on government events and conferences might expose the hotel to seasonality risks, especially during off-peak periods when there are fewer governmental or corporate events.

3. Infrastructure and Transport Challenges

- **Developing Transport Links:** While the city is growing, transport infrastructure like roads, public transit, and accessibility to the airport may not be fully developed to meet the expectations of international travelers.
- **Limited International Flights:** Dodoma has a smaller airport with fewer direct international flights, which could limit the hotel's accessibility for overseas tourists.

4. High Capital Investment and Operating Costs

- **Initial Investment:** The capital investment required for developing a high-end hotel in a growing market like Dodoma is substantial. This includes construction, high-quality furnishings, and marketing, with a longer time to break even compared to established cities.
- **Ongoing Operational Costs:** Running a hotel in a developing city can lead to higher operating costs due to the need for importing goods, materials, and services that may not be available locally.

OPPORTUNITIES

1. Government and Institutional Development

- **Growth in Government Projects:** Continued expansion of governmental and international organizations in Dodoma is likely to drive demand for accommodation services. This presents an opportunity to secure long-term contracts with government entities and foreign institutions.
- **International Relations and Conferences:** Dodoma is increasingly becoming a venue for international conferences, summits, and diplomatic events, providing opportunities for high-volume bookings during major political and economic events.

2. Growing Domestic Tourism

- **Domestic Travel Trends:** Tanzanians are becoming more interested in domestic travel, and Dodoma's historical and political significance, combined with its proximity to national parks, wildlife reserves, and cultural sites, positions the hotel to cater to regional and local tourism.
- **Cultural & Eco-Tourism:** With Dodoma's proximity to natural attractions like the Ruins of the ancient Gadaa system, and safari options in nearby national parks, there is an opportunity to develop specialized packages for eco-tourists and culture-seeking travelers.

3. Expansion into Other East African Markets

- **Regional Travelers:** The East African region, particularly from neighboring countries like Uganda, Kenya, Rwanda, and Zambia, provides a strong potential

market for regional tourism to Dodoma, especially for business travelers and government officials in the region.

4. Digital Marketing and Online Platforms

- **Global Reach via Digital Channels:** A strong digital marketing campaign and listing on major global online travel agencies (OTAs) such as Booking.com, Expedia, and Airbnb can help attract international customers and build brand recognition beyond local markets.
- **Social Media & Influencer Marketing:** Leveraging platforms like Instagram, Facebook, and YouTube, alongside partnerships with travel influencers, can boost the hotel's visibility in key markets like Europe, North America, and East Africa.

5. Sustainable Practices and Eco-Friendly Tourism

- **Sustainability Trend:** As sustainability becomes more important to travelers, the hotel can tap into this by implementing eco-friendly practices such as solar power, water conservation, recycling programs, and using locally sourced materials, which can appeal to environmentally conscious guests.

THREATS

1. Economic and Political Instability

- **Political Changes:** Tanzania's political climate, while stable, can occasionally experience shifts that may impact business. Changes in government policy or national economic shifts can lead to changes in funding for government projects or international relations, affecting hotel bookings.
- **Inflation and Currency Fluctuations:** Economic instability and inflation could lead to fluctuations in operating costs, which may impact profitability. Currency devaluation could also make imported goods more expensive.

2. Competition from New Entrants

- **Increasing Hotel Supply:** As Dodoma continues to grow, new hotel developments could arise, increasing competition. Larger chains with established brand recognition may enter the market, which could challenge the hotel's market share.

- **Alternative Accommodation Options:** The rise of alternative accommodation options, such as Airbnb and boutique guesthouses, provides competition, particularly for the mid-range and budget segments.

3. Changing Travel Trends

- **Global Economic Slowdowns:** Economic downturns or global crises (e.g., pandemics) can lead to declines in international tourism, affecting demand for hospitality services. As a relatively new destination for international travelers, Dodoma could be more susceptible to these fluctuations.

4. Cultural Barriers and Customer Expectations

- **Adjusting to Diverse Markets:** Serving both international and domestic customers means meeting diverse expectations, especially in terms of service standards, cuisine, and cultural preferences. Misunderstandings or cultural misalignments could affect guest satisfaction.
- **Safety Concerns:** Issues related to security or infrastructure development (e.g., inconsistent electricity or water supply) could deter potential customers, particularly international tourists unfamiliar with the city.

6.0 INVESTMENT COST/STRUTURE

6.1 SOURCE OF FINANCING

The project will be financed by shareholders contribution and loan in as shown below.

6.2 INVESTMENT COST

S/N	ITEMS	Tshs ('000)
1	Land and building	1,330,000/=
2	Motor vehicle	235,000/=
3	Furniture and Equipment	530,000/=
4	Operational expenses	400,000/=
GRAND TOTAL		2,495,000/=

6.3 FINANCIAL PATTERN

The total initial investment of Tshs 2,000,000,000/= shall be financed as followed

SOURCE	Tshs ('000)
FIXED ASSETS	
Equity (100%)	2,000,000/=
Long term loan (0%)	0.00/=
GRAND TOTAL	2,000,000/=

6.0 FINANCIAL ANALYSIS

The project financial projection depicts the project to be viable, as it is shown by some of the indicator below;

6.1 Projected profit and loss

The following table shows how the company will utilize its generated revenue to run its activities for five years

GRACEGEN COMPANY LIMITED PROJECTED INCOME STATEMENT FOR 5 YEARS

Amounts in TZS '000

	Year 1	Year 2	Year 3	Year 4	Year 5
Income					
Social Hall	0	0	0	0	157,500
Restaurant	42,000	28,000	56,000	70,000	98,000
Hotel	501,000	410,000	928,000	932,000	1,032,000
Total Revenue	543,000	438,000	984,000	1,002,000	1,287,500
Total Income	543,000	438,000	984,000	1,002,000	1,287,500
Cost of Goods Sold					
Direct cost - Restaurant	18,000	18,000	33,600	30,000	30,000
Total COGS	18,000	18,000	33,600	30,000	30,000
Gross Profit	525,000	420,000	950,400	972,000	1,257,500
Operation Expenses					
Tax Expenses	52,500	48,000	60,000	62,000	62,000
Garden expenses	26,400	33,600	54,000	57,600	52,800
Electricity Expenses	66,000	50,400	78,000	72,000	72,000
Advertising and Promotion	60,000	70,000	120,000	100,000	100,000
Automobile Expense	5,400	2,400	51,000	62,760	62,760
Bank Service Charges	5,184	3,600	15,048	15,894.72	23,094.72
Business Licenses and Permits	600	600	1,200	1,200	2,500
Depreciation Expense	18,250	18,250	56,750	56,750	78,250
Insurance Expense	25,000	24,000	62,000	65,000	65,000
Office Supplies	7,800	7,800	10,200	10,800	10,800
Payroll Expenses	60,000	60,000	109,200	109,200	176,400
Professional Fees	4,500	4,500	8,000	8,000	8,000
Repairs and Maintenance	48,000	38,400	78,000	60,000	60,000
Telephone & Internet Expense	10,800	900	30,000	30,000	30,000
Uniforms	2,500	2,500	5,000	5,000	5,000
Other Utilities	52,500	45,600	54,000	57,600	57,600

Water expenses	50,400	26,400	50,400	36,000	36,000
Total Operation Expenses	495,834	436,950	842,798	809,804.72	902,204.72
Total Expense	495,834	436,950	842,798	809,804.72	902,204.72
Net Income	29,166	-16,950	107,602	162,195.28	355,295.28

6.2 PROJECT CASH FLOW

GRACEGEN COMPANY LIMITED PROJECTED STATEMENT OF CASH FLOW FOR 5 YEARS

Amounts in TZS '000

	Year 1	Year 2	Year 3	Year 4	Year 5
OPERATING ACTIVITIES					
Net Income	29,166	-16,950	107,602	162,195.28	355,295.28
Adjustments to reconcile Net Income					
Current assets	0	0	0	0	0
Current assets: Cash in hand	-12,000	0	0	0	0
Net cash provided by Operating Activities	17,166	-16,950	107,602	162,195.28	355,295.28
INVESTING ACTIVITIES					
Motor Vehicle	-45,000	0	-100,000	0	-90,000
Buildings and Equipment	-170,000	0	-450,000	0	-180,000
Furniture and Fittings	-150,000	0	-220,000	0	-160,000
Land	-120,000	0	-200,000	0	-220,000
Accumulated Depreciation	18,250	18,250	56,750	56,750	78,250
Net cash provided by Investing Activities	-466,750	18,250	-913,250	56,750	-571,750
FINANCING ACTIVITIES					
Capital Stock	500,000	0	1,000,000	0	500,000
Owners Draws	-10,000	0	0	-113,536	248,706.69
Net cash provided by Financing Activities	490,000	0	1,000,000	-113,536	251,293.31
Net cash increase for period	40,416	1,300	194,352	105,409.28	34,838.59
Cash at beginning of period	0	40,416	41,716	236,068	341,477.28
Cash at end of period	40,416	41,716	236,068	341,477.28	376,315.87

6.3 PROJECT STATEMENT OF FINANCIAL POSITION

The balance sheet indicates favorably state of affairs of the company throughout the projected period.

GRACEGEN COMPANY LIMITED PROJECTED STATEMENT OF FINANCIAL POSITION FOR 5 YEARS

Amounts in TZS '000

	Year 1	Year 2	Year 3	Year 4	Year 5
ASSETS					
Bank Account	40,416	41,716	236,068	341,477.28	376,315.87
Total Checking/Savings	40,416	41,716	236,068	341,477.28	376,315.87
Current assets					
Cash in hand	12,000	12,000	12,000	12,000	12,000
Total Current assets	12,000	12,000	12,000	12,000	12,000
Total Current Assets	52,416	53,716	248,068	353,477.28	388,315.87
Fixed Assets					
Motor Vehicle	45,000	45,000	145,000	145,000	235,000
Buildings and Equipment	170,000	170,000	620,000	620,000	800,000
Furniture and Fittings	150,000	150,000	370,000	370,000	530,000
Land	120,000	120,000	320,000	320,000	540,000
Total Fixed Assets	485,000	485,000	1,455,000	1,455,000	2,105,000
Accumulated Depreciation	-18,250	-36,500	-93,250	-150,000	-228,250
Total Fixed Assets	466,750	448,500	1,361,750	1,305,000	1,876,750
Other Assets	0	0	0	0	0
TOTAL ASSETS	519,166	502,216	1,609,818	1,658,477.28	2,265,065.87
LIABILITIES & EQUITY					
Liabilities					
Current Liabilities	0	0	0	0	0
Total Other Current Liabilities	0	0	0	0	0
Total Current Liabilities	0	0	0	0	0
Long Term Liabilities	0	0	0	0	0
Total Liabilities	0	0	0	0	0
Equity					
Capital Stock	500,000	500,000	1,500,000	1,500,000	2,000,000
Retained Earnings	0	29,166	12,216	119,818	282,013.28
Owners Draws	-10,000	-10,000	-10,000	-123,536	-372,242.69
Net Income	29,166	-16,950	107,602	162,195.28	355,295.28
Total Equity	519,166	502,216	1,609,818	1,658,477.28	2,265,065.87
TOTAL LIABILITIES & EQUITY	519,166	502,216	1,609,818	1,658,477.28	2,265,065.87

OTHER SCHEDULE

NB; figures are in Tshs ('000)

ANNEX 1; REVENUE PROJECTION

PRODUCTION	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
SALES REVENUE	543,000	438,000	984,000	1,002,000	1,287,500
TOTAL REVENUE	543,000	438,000	984,000	1,002,000	1,287,500

ANNEX 4; DEPRICIATION SCHEDULE

NB; figures are in Tshs

	Year 1	Year 2	Year 3	Year 4	Year 5
Land	-	-	-	-	-
Building	8,500,000	8,500,000	31,000,000	31,000,000	40,000,000
Furniture and Equipment	7,500,000	7,500,000	18,500,000	18,500,000	26,500,000
Motor vehicle	2,250,000	2,250,000	7,250,000	7,250,000	11,750,000
Total depreciation	18,250,000	18,250,000	56,750,000	56,750,000	78,250,000

ANNEX 3; OPERATION COST

NB; figures are in Tshs ('000)

Operation Expenses	Year 1	Year 2	Year 3	Year 4	Year 5
Tax Expenses	52,500	48,000	60,000	62,000	62,000
Garden expenses	26,400	33,600	54,000	57,600	52,800
Electricity Expenses	66,000	50,400	78,000	72,000	72,000
Advertising and Promotion	60,000	70,000	120,000	100,000	100,000
Automobile Expense	5,400	2,400	51,000	62,760	62,760
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Payroll Expenses	60,000	60,000	109,200	109,200	176,400
Professional Fees	4,500	4,500	8,000	8,000	8,000
Repairs and Maintenance	48,000	38,400	78,000	60,000	60,000
Telephone & Internet	10,800	900	30,000	30,000	30,000
Uniforms	2,500	2,500	5,000	5,000	5,000
Other Utilities	52,500	45,600	54,000	57,600	57,600
Water expenses	50,400	26,400	50,400	36,000	36,000
Total Operation Expenses	495,834	436,950	842,798	809,804.72	902,204.72