

Dear Applicant:

Before completing the workbook, please review the Commercial Loan Fund Handbook. The guidelines are to be interpreted as such that maximum benefit to the small business owner is achievable while further assuring First Nations Community Financials interests are protected in loan repayment and collection ability. All applications will receive fair and legal processing subject to each applicant's eligibility as determined through verifications. This Workbook has been designed to assist you in applying for a *Commercial Loan*. You, the applicant, are solely responsible for completing this workbook. Fill it in completely if using this workbook as your Business Plan. All Business Plans must include: a completed **Loan Application Release of Information** form and **signed Disclaimer, and Use of Loan Fund Proceeds list**. You may use this workbook, or your own Business Plan, and/or a Business Plan created by someone else.

First Nations Community Financial Mission Statement:

Is to strengthen Native American Families and Communities by providing the highest quality of personal financial services.

The information you enter in this workbook includes “confidential” information.

Please take appropriate action to safeguard this information.

If requested, the Program will remove the name from the business plan, providing all forms; release of information and disclaimer has the required personal information in order to process verification.

If you have any questions or need assistance, please contact the First Nations Community Financial at (608) 374-2104 between the office hours 8:00 a.m. to 4:30 p.m. Monday thru Friday.

This workbook is designed as a user-friendly tool in the creation of a business plan. However, it is only a tool and requests general business plan information, and since each business is as different as the individual operating it, you may find areas that you should provide additional information to cover details of your business operations to best explain or “paint” a picture to the Reviewers, those assigning the final scores.

Completing and submitting this workbook does not guarantee funding, it is only a format and is beneficial especially in assisting with the financial projections of your business plan. All final scores are dependant on the information you provide and submit. It is the applicant’s responsibility to fully address the scoring criteria information in their business plan. It is suggested that you prepare your business plan by considering the audience (Reviewers), and pre-answering questions within your business plan vs. leaving them guessing or wondering what you meant, which in turn may lead to a lower score they assign to your plan.

The Commercial Lending program encourages comments from the Loan Review Board and whether business plan applications are approved or denied, a final summarization of the comments are compiled and sent to each applicant with the letter of approval or denial.

**You will need to complete all math calculations:
addition, subtraction, multiplication, division and
percentages.**

*The Reviewers do not check the workbook for errors
except when computing the financials.*

**Do not leave spaces empty.
If it does not apply to you or your business
Enter “N/A” or “-O-“**

Business Plan Workbook – Executive Overview

START-UP BUSINESSES - ONLY

What is the name of your “New” business :

Where will your business be located (address) :

City, State & Zip :

What Business structure will you operate :

Sole Proprietorship	<input type="checkbox"/>	Corporation	<input type="checkbox"/>
Partnership	<input type="checkbox"/>	S - Corporation	<input type="checkbox"/>
		Limited Liability Company	<input type="checkbox"/>

Explain why you have chosen this business structure (include copies of any documents supporting this structural set-up) :

This business will operate under the laws of the state of :

When do you plan to start this business :

Month: _____ Year: _____

Percent of this business you will own :

_____ %

Name of Second Owner :

Address :

City, State & Zip :

Telephone :

Enrolled Tribal Member :

YES NO

If YES :

Tribe: _____ Enrollment #: _____

Percent of Business Owned :

_____ %

Title or Position :

Business Plan Workbook – Executive Overview

START-UP OR EXISTING BUSINESS ASSETS

Checklist:

What furniture, equipment, materials, inventory, supplies, etc... will your business need? List ALL of the items you will need for your business. Some items you already have and some you will have to buy with the business loan. The items you will have to purchase should be listed under the “Need to Purchase” column.

ITEMS HAVE	
1	_____
2	_____
3	_____
4	_____
5	_____
6	_____
7	_____
8	_____
9	_____
10	_____
11	_____
12	_____
13	_____
14	_____
15	_____
16	_____
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28	_____
29	_____
30	_____
31	_____
32	_____
33	_____
34	_____
35	_____
36	_____
37	_____
38	_____
39	_____
40	_____

NEED TO PURCHASE	
1	_____
2	_____
3	_____
4	_____
5	_____
6	_____
7	_____
8	_____
9	_____
10	_____
11	_____
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25	_____
26	_____
27	_____
28	_____
29	_____
30	_____
31	_____
32	_____
33	_____
34	_____
35	_____
36	_____
37	_____
38	_____
39	_____
40	_____

Business Plan Workbook – Executive Overview

SUPPORT TEAM

“A group of professionals providing their expertise to assist business owners in achieving the successful operation of a small business”. It is recommended that you secure the expertise of such professionals, but not required, prior to loan funding approval.

Accountant	:	
Address	:	
City, State & Zip	:	
Bank	:	
Address	:	
City, State & Zip	:	
Insurance Agency	:	
Agents Name	:	
Address	:	
City, State & Zip	:	
Attorney	:	
Attorney Name	:	
Address	:	

Licenses & Permits:

Most business are required to have licenses and/or permits. Depending on the business structure you operate your business, some state and local governments require licenses and/or permits you can open your business. Check with your state and local government agencies to determine which, if any, licenses and/or permits are required. (WI – www.commerce.state.wi.us)

Required Licenses (if any)	:	
Required Permits (if any)	:	

Business Plan Workbook – Executive Overview

Business Insurance:

The *Commercial Lending Program* requires you to carry insurance on the assets of the business (Guidelines page 3). Business Insurance is a tax-deductible expense. *The Ho-Chunk Nation must be named additional insured.*

Types of Business Insurance coverage
you have or will carry :

	Fire: <input type="checkbox"/>	Liability: <input type="checkbox"/>
	Theft: <input type="checkbox"/>	Loss of Income: <input type="checkbox"/>
	Vandalism: <input type="checkbox"/>	Flood (if in flood zone): <input type="checkbox"/>
	Other: _____	

Annual cost for Business Insurance : \$ _____
(Quote from Insurance Agent)

Term Life or Credit Insurance:

The *Commercial Lending Program* requires you to carry life insurance equal to or greater than the amount of the business loan, with the carrier of your choice. You must have Term Life or Credit Insurance, if approved for funding. The First Nations Community Financial must be named the Primary Beneficiary or Lien Holder (Collaterally Assigned) of the policy. (Decreasing Term Life Insurance is acceptable).

Type of Insurance : “Term” Life “Credit”

Amount of Life Insurance Coverage : \$ _____
(Quote from Insurance Agent)

Annual cost of Life Insurance : \$ _____
(Quote from Insurance Agent)

Business Space:

Every business needs space to operate. Your business needs to store records, inventory, equipment, etc. If you are already in business you know how much space you use, on the other hand, if you are starting a business you will need to estimate how much space you will need.

Do you or will you operate your business
out of your home : YES NO

If NO, will you have to rent space : YES NO

How much will your rent be per month : \$ _____
If you operate your business outside your
home & do not pay rent, explain : _____

Amount of space used by your business
even if you operated out of your home : _____
(Square Feet)

If you are home-based, you can claim a tax-deductible expense, on your year-end taxes, if you meet the IRS guidelines. However, it is not a monthly expense, unless there is a signed lease and monthly payments are made. (www.irs.gov)

Business Plan Workbook – Executive Overview

Employees:

Small Business creates 80% of all new jobs in the U.S.

Do you, or will you, have any “Full-Time” employees : YES NO
(Employees working 40 hours per week)

If Yes, what positions & how many :
 A _____
 B _____
 C _____

Position and pay per “week” :
 A _____ \$
 B _____ \$
 C _____ \$

Do you, or will you, have any “Part-Time” employees : YES NO
(Employees working 40 hours per week)

If Yes, what positions & how many :
 A _____
 B _____
 C _____

Position and pay per “week” :
 A _____ \$
 B _____ \$
 C _____ \$

Do you, or will you, have any “seasonal” employees : YES NO

If YES, when and how much do you pay :

Jan	Feb	Mar	Apr	May	June
\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____
July	Aug	Sept	Oct	Nov	Dec
\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____

For additional payroll information regarding withholdings, etc... See www.irs.gov/businesses/small/article “Checklist for starting a business,” or www.doleta.gov for U.S. Dept. of Labor information as an employer.

Business Plan Workbook – Executive Overview

Mission Statement:

This is a simple statement summarizing the reason for your business and what it offers to customers.

Examples: Winona Mills; Winona Mills will offer our customers a wide variety of high quality American made woven products.
Gander Mountain; Gander Mountain will provide our customers a wide variety of high quality sports gear at a reasonable price.

Product(s) or Service(s):

If your business is both, list each separately for Product & Services

Tell how your product(s) or service(s) differ from your competitors. Provide a brief description of your product(s) or service(s). How will you sell your product(s) or service(s)?

Business Potential:

Explain your short-term and long-term goals? How long will it take for your business to make a profit? What steps will be applied for your business to become profitable? Include any assumptions.

Business Plan Workbook – Executive Overview

Use of Loan Proceeds: (Required Section) *First Nations Community Financial will place a lien on major purchases.*

Receipts must be submitted for all loan monies disbursed, if approved for funding. The purpose of the list is for you to provide calculated information about what you plan to spend the *Loan* funds on. You must provide copies of receipts numbered and legible according to this list, to account for all disbursements, prior to any funds released. *This list is compared to the copies of receipts you send in.* If a receipt does not match the list, it will not be accepted. No exceptions to the list are allowed, unless approved in writing by the Lending Officer with written justifications specifically explaining details of changes. Failure to submit receipts for all disbursed funds and according to this list, or those not approved, will delay or stop future disbursements and place applicant in a **Default** status, ineligible for re-financing until all loan monies are paid in full. The list should not be too specific, nor too general, often a quote will help determine these costs and copies may be included with the business plan application.

1		\$		22		\$	
2		\$		23		\$	
3		\$		24		\$	
4		\$		25		\$	
5		\$		26		\$	
6		\$		27		\$	
7		\$		28		\$	
8		\$		29		\$	
9		\$		30		\$	
10		\$		31		\$	
11		\$		32		\$	
12		\$		33		\$	
13		\$		34		\$	
14		\$		35		\$	
15		\$		36		\$	
16		\$		37		\$	
17		\$		38		\$	
18		\$		39		\$	
19		\$		40		\$	
20		\$		41		\$	
21	Working Capital	\$		42		\$	
					Total Loan Request	:	\$

Business Plan Workbook – One Year Marketing Overview

Primary Customer:

“Target Customer”, describe your customer: What age group are you targeting? Do men and women buy your product(s) or service(s)? Does your customer buy your product(s) or service(s) for themselves or for someone else? What income level is your “Target” customer? Are they married, single, divorced or all of the above? Is your product(s) or service(s) aimed at an ethnic group? If yes, what group? Describe your customer in detail (www.sbinformation.about.com).

Market Research:

What research have you completed for this business? Provide the sources of your research. You can contact your local Chamber of Commerce, the Public Library or the Internet to research the potential market for your product(s) or service(s) (www.quickfacts.census.gov).

Target Market:

Describe your Target Market: Is it local? What counties are in your market? How many potential customers live within this area? Will you travel outside your local area to sell your product(s) or service(s)? If you will travel, what geographic area will you cover? Is your “Target” customer a tourist? If yes, how many tourists visit this Market area? What information are you basing these assumptions on?

Business Plan Workbook – One Year Marketing Overview

Market/Internet Potential: (complete only, if applicable to your type of business)

What is the potential of selling your product(s) service(s) over the Internet? If any, describe the potential and any support history or information you have. If you don't believe there is potential at this time, will there be future potential? Free marketing opportunity for Ho-Chunk Nation members (www.hochunkmall.com), contact Small Business Division staff for application materials.

Categories: Product(s) or Service(s) – include your projected financial assumptions

Combine similar product(s) or service(s) into groups (categories). This will help you project revenue sales and accurately track your sales.

- Example:** If you are selling clothes, you may want to setup categories: Men's, Women's, Children's and Accessories.
If you are selling Native American product(s) or service(s): you may want to setup categories; Beadwork, Leather Goods, Custom orders and Supplies.
A cleaning service many want to setup categories: Home cleaning, Commercial Cleaning, Carpet Cleaning, Stripping and Waxing.
A construction business may want to setup categories: Small jobs less than \$1,000; Medium jobs \$1,001 to \$5,000; Large job \$5,001 to \$15,000 and Custom jobs.

Categories of Product(s) or Service(s)

A : _____
B : _____
C : _____
D : _____

Selling Price:

Now that you have determined the categories, you will need to calculate the "average" selling price for each category of product(s) or service(s). Add all the items in a category and divide by the number of items in the category.

A : \$ _____	C : \$ _____
B : \$ _____	D : \$ _____

Business Plan Workbook – One Year Marketing Overview

Cost:

How much does it cost to make, purchase or provide the products or services in your business?

A : \$ _____ B : \$ _____	C : \$ _____ D : \$ _____
------------------------------	------------------------------

“Projected” Weekly Sales:

Based on the “average” selling price of each of the categories, calculate your “projected” sales by multiplying the selling price by the number of sales of that category, that you believe are expected daily, to arrive at a weekly sales projection figure.

A : \$ _____ B : \$ _____	C : \$ _____ D : \$ _____
------------------------------	------------------------------

Market Demand:

Market demand, sales will change from month-to-month. No business sells the same amount of each product or service each month. Some months will be “average” while others will be above or below. Using percentages, determine the market demand (sales) for your products or services. The average would be 100%, if the demand for your products or services is going to be “very good” you may project 125%. On the other hand if business is slow you may project only 50%. These percentages are important to you to project sales and to project inventory purchases. You wouldn’t want to buy a surplus of inventory just before a slow season.

		Categories of Products or Services			
		A	B	C	D
	January :	%	%	%	%
	February :	%	%	%	%
	March :	%	%	%	%
	April :	%	%	%	%
	May :	%	%	%	%
	June :	%	%	%	%
	July :	%	%	%	%
	August :	%	%	%	%
	September :	%	%	%	%
	October :	%	%	%	%
	November :	%	%	%	%
	December :	%	%	%	%

Business Plan Workbook – One Year Marketing Overview

Marketing:

Marketing the business is vital. You have to let your potential customers know you are open for business; tell what product(s) or service(s) you have to offer them and where your business is located, and convince them to buy from your business vs. another.

This section assists you analyzing your Marketing Expenses.

Marketing Method (Type of Advertising)	Cost Per Purchase	Times Purchased Per Year
Business Cards	\$	
Brochures	\$	
Flyers	\$	
Fairs & Trade Shows (booth rental)	\$	
Newspapers Ads	\$	
Promotional Items (pens, magnets etc...)	\$	
Yellow Page Ads	\$	
Promotions	\$	
Sponsorships	\$	
Other:	\$	

Marketing Plan: (1 Year Detailed)

Describe what methods you will promote, advertise and market your business, and the steps it will take you to accomplish these results.

“Projected” results of Marketing:

Describe the results you expect from your marketing plan.

Business Plan Workbook – One Year Marketing Overview

Competitors:

All businesses have competitors. You need to know who they are, where they are, and how you plan to compete with them. How will you convince your customers to buy from you and not your competitors? How will you keep them? Explain your plan to remain ahead of your competition or utilize them to your advantage over the next 1-3 years.

Name of competitor:

- 1 : _____
- 2 : _____
- 3 : _____
- 4 : _____

Main Strength

- 1 : _____
- 2 : _____
- 3 : _____
- 4 : _____

Biggest Weakness

- 1 : _____
- 2 : _____
- 3 : _____
- 4 : _____

Pricing:

Determining price for your product(s) or service(s) is a large part of your marketing. If you are going to provide a better product(s) or service(s) than your competitors, why price it lower? On the other hand, if you are going to price your product(s) or service(s) higher, you will need to market your product or service in a way that will convince your customers that yours is worth the price you have set.

Example: You can buy a good men's shirt at Wal-Mart for \$9.95. On the other hand companies like Eddie Bauer have successfully marketed their shirts at \$49.95. It is a marketing tool used by businesses to sell.

Briefly explain how or why you have set your price(s) for your product(s) or service(s). Explain how you will overcome future competition in the next 1-3 years.

Business Plan Workbook – Financial Overview

Financial Information: 3-Year Projections – For Depreciation schedule see: (www.fixedasset.com)

This section includes a Household Budget, Income & Expense Statements, Cash Flow Statements and Balance Sheets. These financial statements are the financial goals you set for your business and are required. They should be realistic, do not over estimate your income or under estimate your expenses, or all projections will not reflect expectations, show your financial assumptions and how you calculate these projections.

Applicant must fill in every blank space. DO NOT leave spaces empty. If it does not apply to you or your business enter “N/A” or “-O-“. Complete & double-check all math calculations.

Figures may be checked for errors, during the Review process.

Household Budget:

For the propose of this Business Plan to determine how much the business will have pay you, enter figures for one month, for each listed expense. For all expenses not paid monthly, use formulas (avg.) per month.

Example: You may pay your vehicle insurance premium of \$800 annually. Divide 800 ÷12 = \$66.66 is your monthly household expense.

EXPENSE – Monthly				
Rent or House Payment	\$ _____	School Supplies	\$ _____	
Electricity	\$ _____	Donations	\$ _____	
Gas	\$ _____		\$ _____	
Water	\$ _____	List any other household		
Telephone	\$ _____	expense you may have		
Cell Phone	\$ _____		\$ _____	
Trash Removal	\$ _____		\$ _____	
Cable/Satellite TV	\$ _____		\$ _____	
Internet Service	\$ _____		\$ _____	
Homeowners Insurance	\$ _____		\$ _____	
Property Taxes	\$ _____		\$ _____	
Repairs to Home	\$ _____		\$ _____	
Vehicle Payment	\$ _____		\$ _____	
Vehicle gas & oil	\$ _____		\$ _____	
Vehicle Insurance	\$ _____		\$ _____	
Health Insurance	\$ _____		\$ _____	
Life Insurance (not loan ins.)	\$ _____		\$ _____	
Food – Grocery	\$ _____		\$ _____	
Eating Out	\$ _____		\$ _____	
School Lunch	\$ _____		\$ _____	
Clothing – Adult	\$ _____		\$ _____	
Clothing – Children	\$ _____		\$ _____	
Medical – Doctor & Hospital	\$ _____		\$ _____	
Medical – Pharmacy	\$ _____		\$ _____	
Credit Card Payment	\$ _____		\$ _____	
Personal Loan Payment	\$ _____		\$ _____	
Gifts – Birthdays	\$ _____		\$ _____	
Gifts – Christmas	\$ _____		\$ _____	

HOUSEHOLD INCOME - Monthly

Your Per Capita	\$ _____
Spouses Per Capita	\$ _____
Child Support	\$ _____
Alimony	\$ _____
Spouses Gross Income	\$ _____
Other Outside Income	\$ _____
	\$ _____
	\$ _____

Business Plan Workbook – Financial Overview

Business Expenses: 1-Year Projections

Very few businesses are the same every month. Determine an average amount per month. The figures you enter here will help determine your monthly break-even point.

	Electricity	Gas	Water	Trash Removal	Telephone	Cell Phone
January	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____
February	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____
March	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____
April	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____
May	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____
June	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____
July	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____
August	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____
September	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____
October	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____
November	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____
December	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____
	Loan Life Ins	Travel Exp.	Mileage Exp.	Accounting	Legal Fees	Banks Fees
January	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____
February	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____
March	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____
April	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____
May	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____
June	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____
July	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____
August	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____
September	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____
October	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____
November	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____
December	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____
	Office Supplies	Maint. Supplies	Postage	Misc. Fixed Exp.	Misc. Variable	Other
January	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____
February	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____
March	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____
April	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____
May	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____
June	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____
July	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____
August	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____
September	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____
October	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____
November	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____
December	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____

Business Plan Workbook – Financial Overview

Year 2 and Year 3:

Project a realistic percentage of increase in overall costs and revenue for the type of business industry you are in. For example, if you believe your costs will go down, enter a - % or, if you believe your cost will go up, enter a + %.

YEAR	COST	REVENUE
2	%	%
3	%	%

Include Assumptions to show how you come up with figures.

FINANCIAL INFORMATION

Please read completely, before you begin this Section

The Financial Section contains:

Income & Expenses Statements

Cash Flow Statements

Balance Sheet

To assist you in preparing 3-Years of Financial Projections

All of these pages must be completely filled in.

1. Do not leave blank spaces, unless “N/A” or “-O-”.
2. Do not assume anyone will check your figures and calculations for errors, except the Loan Review Board.
 - A. Double-check all your figures and calculations.
 - B. Enter “N/A” or “-O-” in spaces that do not apply.
 - C. Make sure all pages are complete.

To Print an Amortization schedule regarding loan payments detailing principal and interest for the life of the loan, see: (www.bankrate.com).

Business Plan Workbook – Business Financial Overview

- - INCOME & EXPENSE STATEMENT – YEAR 1 - -

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	YTD
Month (i.e. Jan, Feb, etc...)							
Revenue:							
Cost of Sales:							
Selling Price – Cost to buy or make = Cost of Sales							
Gross Profit:							
Revenue – Cost of Sales = Gross Profit							
Fixed Expenses:	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	YTD
Space Rent							
Electricity							
Gas							
Water							
Trash Removal							
Telephone							
Cell Phone							
Insurance							
Loan Life Insurance							
Depreciation							
Misc. Fixed Expenses							
Total Fixed Expense:							
(Total Each Column)							
Variable Expenses:	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	YTD
Monthly Marketing							
Travel (Motel & Meals)							
Vehicle Expense							
Accounting Fee							
Bank Fee							
Office Supplies							
Monthly Payroll							
Payroll Taxes							
Postage							
Legal Fee (if any)							
Misc. Variable Expense							
Total Variable Expense:							
(Total each column)							
Income Before Interest & Taxes:	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	YTD
Gross Profit – Fixed & Variable Exp. = Income Before Interest & Taxes							
Interest Expense:							
Federal Taxes:							
NET INCOME:							
Income Before Interest & Taxes – Interest Exp. & Federal Taxes = NET							

Business Plan Workbook – Business Financial Overview

- - INCOME & EXPENSE STATEMENT – YEAR 1 - -

	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	YTD
Month (i.e. July, Aug, etc...)							
Revenue:							
Cost of Sales:							
Selling Price – Cost to buy or make = Cost of Sales							
Gross Profit:							
Revenue – Cost of Sales = Gross Profit							
Fixed Expenses:	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	YTD
Space Rent							
Electricity							
Gas							
Water							
Trash Removal							
Telephone							
Cell Phone							
Insurance							
Loan Life Insurance							
Depreciation							
Misc. Fixed Expenses							
Total Fixed Expense:							
(Total Each Column)							
Variable Expenses:	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	YTD
Monthly Marketing							
Travel (Motel & Meals)							
Vehicle Expense							
Accounting Fee							
Bank Fee							
Office Supplies							
Monthly Payroll							
Payroll Taxes							
Postage							
Legal Fee (if any)							
Misc. Variable Expense							
Total Variable Expense:							
(Total each column)							
Income Before Interest & Taxes:	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	YTD
Gross Profit – Fixed & Variable Exp. = Income Before Interest & Taxes							
Interest Expense:							
Federal Taxes:							
NET INCOME:							
Income Before Interest & Taxes – Interest Exp. & Federal Taxes = NET							

Business Plan Workbook – Business Financial Overview

- - CASH FLOW STATEMENT – YEAR 1 - -

Month (same as on Income & Expense Statement)	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	YTD
Cash from Operations							
Net Income:							
Depreciation Expense:							
Cash Flow:							
Cash from Financing							
Loan Principal:							
Cash Outflow:							
Total Cash Inflow:							

Cash Inflow – Cash Outflow = Total Cash Inflow

Month (same as on Income & Expense Statement)	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	YTD
Cash from Operations							
Net Income:							
Depreciation Expense:							
Cash Flow:							
Cash from Financing							
Loan Principal:							
Cash Outflow:							
Total Cash Inflow:							

Cash Inflow – Cash Outflow = Total Cash Inflow

- - BALANCE SHEET – YEAR 1 - -

<p>Current Assets:</p> <p> Cash on Hand <input style="width: 100%;" type="text"/></p> <p> Inventory @ Cost <input style="width: 100%;" type="text"/></p> <p> Deposits <input style="width: 100%;" type="text"/></p> <p> Accounts Receivable <input style="width: 100%;" type="text"/></p> <p> TOTAL: <input style="width: 100%; border: 2px solid black;" type="text"/></p> <p>Fixed Assets:</p> <p> Land <input style="width: 100%;" type="text"/></p> <p> Building <input style="width: 100%;" type="text"/></p> <p> Leasehold Improvement <input style="width: 100%;" type="text"/></p> <p> Furniture & Fixtures <input style="width: 100%;" type="text"/></p> <p> Machinery & Equipment <input style="width: 100%;" type="text"/></p> <p> Vehicle <input style="width: 100%;" type="text"/></p> <p> Other <input style="width: 100%;" type="text"/></p> <p> TOTAL: <input style="width: 100%; border: 2px solid black;" type="text"/></p> <p>TOTAL ASSETS: <input style="width: 100%;" type="text"/></p>	<p>Current Liabilities:</p> <p> Accounts Payable <input style="width: 100%;" type="text"/></p> <p> Accrued Expenses <input style="width: 100%;" type="text"/></p> <p> Business Loan <input style="width: 100%;" type="text"/></p> <p> TOTAL: <input style="width: 100%; border: 2px solid black;" type="text"/></p> <p>Long Term Liabilities:</p> <p> Business Loan <input style="width: 100%;" type="text"/></p> <p> Bank or Personal Loan <input style="width: 100%;" type="text"/></p> <p> Other <input style="width: 100%;" type="text"/></p> <p> TOTAL: <input style="width: 100%; border: 2px solid black;" type="text"/></p> <p>Net Worth: <input style="width: 100%;" type="text"/></p> <p style="margin-left: 20px;">(Owners Equity)</p> <p>Total Liabilities & Net Worth: <input style="width: 100%;" type="text"/></p>
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Business Plan Workbook – Business Financial Overview

- - INCOME & EXPENSE STATEMENT – YEAR 2 & 3 - -

	Year 2
(Year 2, Year 3, etc...)	<input type="text"/>
Revenue:	<input type="text"/>
Cost of Sales:	<input type="text"/>
(Revenue – Cost to buy or make = Cost of Sales)	
Gross Profit:	<input type="text"/>
(Revenue – Cost of Sales = Gross Profit)	
Fixed Expenses:	Year 2
Rented Space	<input type="text"/>
Electricity	<input type="text"/>
Gas	<input type="text"/>
Water	<input type="text"/>
Trash Removal	<input type="text"/>
Telephone	<input type="text"/>
Cell Phone	<input type="text"/>
Insurance	<input type="text"/>
Life Insurance (Loan)	<input type="text"/>
Depreciation	<input type="text"/>
Misc. Fixed Expense	<input type="text"/>
Total Fixed Expense:	<input type="text"/>
(total each column)	
Variable Expenses:	Year 2
Monthly Marketing	<input type="text"/>
Travel (Motel & Meals)	<input type="text"/>
Vehicle Expense	<input type="text"/>
Accounting Fee	<input type="text"/>
Bank Fee	<input type="text"/>
Office Supplies	<input type="text"/>
Monthly Payroll	<input type="text"/>
Payroll Taxes	<input type="text"/>
Postage	<input type="text"/>
Legal Fee (if any)	<input type="text"/>
Misc. Variable Expense	<input type="text"/>
Total Variable Expense:	<input type="text"/>
Income Before Interest and Taxes:	Year 2
Gross Profit – Fixed & Variable Exp. – Income Before Interest & Taxes	<input type="text"/>
Interest Expense:	<input type="text"/>
Federal Taxes:	<input type="text"/>
NET INCOME:	<input type="text"/>
Income Before Interest & Taxes – Interest Exp. & Federal Taxes = NET	

	Year 3
(Year 2, Year 3, etc...)	<input type="text"/>
Revenue:	<input type="text"/>
Cost of Sales:	<input type="text"/>
(Revenue – Cost to buy or make = Cost of Sales)	
Gross Profit:	<input type="text"/>
(Revenue – Cost of Sales = Gross Profit)	
Fixed Expenses:	Year 3
Rented Space	<input type="text"/>
Electricity	<input type="text"/>
Gas	<input type="text"/>
Water	<input type="text"/>
Trash Removal	<input type="text"/>
Telephone	<input type="text"/>
Cell Phone	<input type="text"/>
Insurance	<input type="text"/>
Life Insurance (Loan)	<input type="text"/>
Depreciation	<input type="text"/>
Misc. Fixed Expense	<input type="text"/>
Total Fixed Expense:	<input type="text"/>
(total each column)	
Variable Expenses:	Year 3
Monthly Marketing	<input type="text"/>
Travel (Motel & Meals)	<input type="text"/>
Vehicle Expense	<input type="text"/>
Accounting Fee	<input type="text"/>
Bank Fee	<input type="text"/>
Office Supplies	<input type="text"/>
Monthly Payroll	<input type="text"/>
Payroll Taxes	<input type="text"/>
Postage	<input type="text"/>
Legal Fee (if any)	<input type="text"/>
Misc. Variable Expense	<input type="text"/>
Total Variable Expense	<input type="text"/>
Income Before Interest and Taxes:	Year 3
Gross Profit – Fixed & Variable Exp. – Income Before Interest & Taxes	<input type="text"/>
Interest Expense:	<input type="text"/>
Federal Taxes:	<input type="text"/>
NET INCOME:	<input type="text"/>
Income Before Interest & Taxes – Interest Exp. & Federal Taxes = NET	

Business Plan Workbook – Business Financial Overview

- - CASH FLOW STATEMENT – YEAR 2 & 3 - -

Year (same as on Income & Expense Statement)	Year 2	<input type="text"/>
Cash from Operations		<input type="text"/>
Net Income:		<input type="text"/>
Depreciation Expense:		<input type="text"/>
Cash Flow:		<input type="text"/>
Cash from Financing	Year 2	<input type="text"/>
Loan Principal:		<input type="text"/>
Cash Outflow:		<input type="text"/>
Total Cash Inflow:		<input type="text"/>

Cash Inflow – Cash Outflow = Total Cash Inflow

Year (same as on Income & Expense Statement)	Year 3	<input type="text"/>
Cash from Operations		<input type="text"/>
Net Income:		<input type="text"/>
Depreciation Expense:		<input type="text"/>
Cash Flow:		<input type="text"/>
Cash from Financing	Year 3	<input type="text"/>
Loan Principal:		<input type="text"/>
Cash Outflow:		<input type="text"/>
Total Cash Inflow:		<input type="text"/>

Cash Inflow – Cash Outflow = Total Cash Inflow

- - BALANCE SHEET – YEAR 2 & 3 - -

Current Assets:	Year 2	<input type="text"/>
Cash on hand		<input type="text"/>
Inventory @ cost		<input type="text"/>
Deposits		<input type="text"/>
Accounts Receivable		<input type="text"/>
TOTAL:		<input type="text"/>
Fixed Assets:	Year 2	<input type="text"/>
Land		<input type="text"/>
Building		<input type="text"/>
Leasehold Improvement		<input type="text"/>
Furniture & Fixtures		<input type="text"/>
Machinery & Equipment		<input type="text"/>
Vehicle		<input type="text"/>
Other		<input type="text"/>
TOTAL:		<input type="text"/>
TOTAL ASSETS:		<input type="text"/>
Current Liabilities:	Year 2	<input type="text"/>
Accounts Payable		<input type="text"/>
Accrued Expenses		<input type="text"/>
Business Loan		<input type="text"/>
TOTAL:		<input type="text"/>
Long Term Liabilities	Year 2	<input type="text"/>
Business Loan		<input type="text"/>
Bank or Personal Loan		<input type="text"/>
Other		<input type="text"/>
TOTAL:		<input type="text"/>
Net Worth:		<input type="text"/>
(Owners Equity)		
Total Liabilities and Net Worth:		<input type="text"/>

Current Assets:	Year 3	<input type="text"/>
Cash on hand		<input type="text"/>
Inventory @ cost		<input type="text"/>
Deposits		<input type="text"/>
Accounts Receivable		<input type="text"/>
TOTAL:		<input type="text"/>
Fixed Assets:	Year 3	<input type="text"/>
Land		<input type="text"/>
Building		<input type="text"/>
Leasehold Improvement		<input type="text"/>
Furniture & Fixtures		<input type="text"/>
Machinery & Equipment		<input type="text"/>
Vehicle		<input type="text"/>
Other		<input type="text"/>
TOTAL:		<input type="text"/>
TOTAL ASSETS:		<input type="text"/>
Current Liabilities:	Year 3	<input type="text"/>
Accounts Payable		<input type="text"/>
Accrued Expenses		<input type="text"/>
Business Loan		<input type="text"/>
TOTAL:		<input type="text"/>
Long Term Liabilities	Year 3	<input type="text"/>
Business Loan		<input type="text"/>
Bank or Personal Loan		<input type="text"/>
Other		<input type="text"/>
TOTAL:		<input type="text"/>
Net Worth:		<input type="text"/>
(Owners Equity)		
Total Liabilities and Net Worth:		<input type="text"/>

Business Plan Workbook – Personal Investment

Personal Investment:

Lenders do not finance 100% of any business venture. Personal investment on your part is suggested for your business. For **Existing** businesses list all Inventory (at cost), furniture, fixtures, equipment, supplies and other assets on hand. For **Start-up** businesses list all of what you already have and place a Fair Market Value (how much you could sell it for on the open market) on each item.

Description of Item Invested in Business	Value of Item Invested
1 _____	\$ _____
2 _____	\$ _____
3 _____	\$ _____
4 _____	\$ _____
5 _____	\$ _____
6 _____	\$ _____
7 _____	\$ _____
8 _____	\$ _____
9 _____	\$ _____
10 _____	\$ _____
11 _____	\$ _____
12 _____	\$ _____
13 _____	\$ _____
14 _____	\$ _____
15 _____	\$ _____
16 _____	\$ _____
17 _____	\$ _____
18 _____	\$ _____
19 _____	\$ _____
20 _____	\$ _____
21 _____	\$ _____
22 _____	\$ _____
23 _____	\$ _____
24 _____	\$ _____
25 _____	\$ _____
26 _____	\$ _____
27 _____	\$ _____
28 _____	\$ _____
29 _____	\$ _____
30 _____	\$ _____
31 _____	\$ _____
32 _____	\$ _____
33 _____	\$ _____
34 _____	\$ _____
35 _____	\$ _____
36 _____	\$ _____
37 _____	\$ _____
38 _____	\$ _____
39 _____	\$ _____
40 _____	\$ _____

Business Plan Workbook – Exit Strategy and Marketing Ability Overview

Exit Strategy:

Provide a list of steps you will take in the event you decide to stop operating the business, or the business fails. The Exit Strategy can be based on a dollar figure or lack thereof, revenue growth or non-revenue growth, The Market’s reception of your product(s) or service(s) or lack thereof, a consensus of owners, or pre-agreement.

All businesses do not succeed. “Start-up” businesses have very high failure rate, however, “Existing” businesses also fail. Poor management practices, poor recordkeeping, failure to file or pay taxes when due, a change in market demand, expanding too quickly for your market, the loss of a prime supplier, a change in technology, or the actions of your competitors, are just a few of the reason why businesses fail.

In the Financial section you have set; Projected Revenue and Projected Costs. What if, your projected market is not as large as you expected? What if, six months after you open your business, a large competitor opens nearby? What if, your costs “sky rocket” and you cannot find other suppliers? What if, you have a death in your family? What if, one if the other owners want out of the business?

Take some time and think about this. You don’t have to answer all of the questions asked; however, you should have a plan to get out of this business, if things don’t go as expected.

Your **Exit Strategy** should include a plan to dispose of the Business Assets and pay off the Business Debts.

Management Ability

In this section you have the opportunity to describe what ability you have in managing a business. What Education, Training, Work Experience, Volunteer Service and/or life experiences have prepared you to manage this business? Describe your management skills. If you need help, for example, with record- keeping, explain how you will overcome this and address it.

Business Plan Workbook

Remember to double check your workbook and, make sure that no spaces are left blank.

If you have any questions on these materials or need assistance, please contact First Nations Community Financial directly. We hope you have found this workbook a helpful tool in creating your Business Plan. We appreciate comments on our program materials.

Thank You!

First Nations Community Financial