

VIII. Appendices

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Appendix A – Community Needs Assessment Details

Racial Diversity in Montclair

According to U.S. Census figures, Montclair's population was 38,977 in 2000. The Township estimates that the population in 2003 had grown slightly to 39,556. The Town's population has grown at a higher rate than the County, but at only half the rate of New Jersey generally.

Montclair's population is spread fairly evenly across generations and is similar to national averages, with slightly fewer young adults (age 20-34) and slightly more middle age adults (35-54). The median age of Montclair is 37.5, two years older than the national median.

Population Profile - Size, Growth, Age	USA	New Jersey	Essex County	Montclair
Population, 2003 estimate	290,809,777	8,638,396	796,313	39,556
Population, percent change, April, 2000 to July 1, 2003	3.3%	2.7%	0.3%	1.5%
Population, 2000	281,421,906	8,414,350	793,633	38,977
Population, percent change, 1990 to 2000	13.1%	8.6%	2.0%	4.0%
Persons per square mile, 2000	79.6	1134.4	6285.4	6183.6
Persons under 18 years old, percent, 2000	25.7%	24.8%	26.1%	25.6%
Persons 65 years old and over, percent, 2000	12.4%	13.2%	11.9%	12.0%
Median age (years)	35.3	36.7	34.7	37.5

Sources:
New Jersey Quick Facts from the US Census Bureau: <http://quickfacts.census.gov/qfd/states/34000.html>
American Fact Finder: <http://factfinder.census.gov>
Township of Montclair Affordable Housing Strategy, June 2004

Its population is fairly diverse, from a racial/ethnic perspective, with approximately 37% of its population non-white, and 5% Hispanic. This is considerably more diverse than the USA and New Jersey as a whole, although less diverse than Essex County. It should be noted that Essex County's population profile is probably skewed by the city of Newark, which accounts for 34% of the County's population. Of the total, 53.5% of census survey respondents in Newark chose to describe themselves as Black/African-American and a full 14.5% reported "some other race."

Population Profile - Racial Distribution	USA	New Jersey	Essex County	Montclair
White persons, percent, 2000 (a)	75.1%	72.6%	44.5%	59.8%
Black or African American persons, percent, 2000 (a)	12.3%	13.6%	41.2%	32.1%
American Indian and Alaska Native persons, percent, 2000 (a)	0.9%	0.2%	0.2%	0.2%
Asian persons, percent, 2000 (a)	3.6%	5.7%	3.7%	3.2%
Native Hawaiian and Other Pacific Islander, percent, 2000 (a)	0.1%	Z	0.1%	0.0%
Persons reporting some other race, percent, 2000 (a)	5.5%	5.4%	6.9%	1.8%
Persons reporting two or more races, percent, 2000	2.4%	2.5%	3.4%	3.0%
White persons, not of Hispanic/Latin origin, percent, 2000	69.1%	66.0%	37.6%	na
Persons of Hispanic or Latino origin, percent, 2000 (b)	12.5%	13.3%	15.4%	5.1%

(a) Includes persons reporting only one race.
(b) Hispanics may be of any race, so also are included in applicable race categories

Sources:
New Jersey Quick Facts from the US Census Bureau, <http://quickfacts.census.gov/qfd/states/34000.html>
American Fact Finder: <http://factfinder.census.gov>

Montclair residents put a high premium on the diversity of its population. “The Township of Montclair has a long history of diversity in both its population and housing stock that distinguishes it from neighboring northern New Jersey communities. Its population is economic ally and racially diverse – a quality that drawn new families to Montclair each year.” (Township’s Affordable Housing Strategy 2004).

A distinguishing characteristic of Montclair shows up in the percent of persons reporting two or more races, which, at 3.0%, is 25% higher than the national average. Montclair has a disproportionately high number of bi-racial families (in a 1997 article in Jet magazine, Montclair was chosen as the #1 place to live for bi-racial families) and a longstanding commitment to addressing problems of race. The Town sponsors periodic “Conversations on Race”, a series of meetings to which small groups of residents are invited to discuss the impact of race on the social and economic fabric of the community.

Range of Income

In terms of income, Montclair’s median household income in 1999 was nearly \$75,000, about 78% higher than the national average, and 36% higher than the median income in New Jersey. Montclair’s median household income in 2003 was estimated by the Township at just over \$84,000, an increase of approximately twelve percent from the median household income of just under \$75,000 in 2000. Not surprisingly, given its proximity to New York City, Montclair residents commute longer distances than the norm for the USA, averaging 34.3 minutes a day.

Household Income	USA	New Jersey	Essex County	Montclair
Median household income, 1999	\$41,994	\$55,146	\$44,944	\$74,894
Per capita money income, 1999	\$21,587	\$27,006	\$24,943	\$44,870
Persons below poverty, percent, 1999	12.4%	8.5%	15.6%	5.6%
Mean travel time to work (minutes), workers age 16+, 2000	25.5	30.0	31.2	34.3

Sources:
New Jersey Quick Facts from the US Census Bureau, <http://quickfacts.census.gov/qfd/states/34000.html>
American Fact Finder:<http://factfinder.census.gov>

Based on the 2000 U.S. Census figures, the median household income in Montclair was \$74,894. The mean income, however was \$114,576, reflecting the fact that a small number of Montclair residents are making a very large amount of money. In fact, in 2000, 13 percent of the households in Montclair were making \$200,000 or more a year. The census figures show that by national standards, Montclair suffers only a 5.6% poverty rate, about half the national average. However, compared to more local benchmarks, poverty or near-poverty levels are higher. In 2000, about 3,500 households in Montclair were earning below \$35,000 a year (less than half of the median income level). Assuming an average of nearly three people per household, that would imply more than 10,000 people in Montclair (nearly 25 percent of Montclair’s 39,000 residents) are having difficulty making ends meet (Kloby 2004).

Home Ownership and Real Estate Values

Using income limits established yearly by the New Jersey Council on Affordable Housing and estimates developed by the Township, it is estimated that in 2003 approximately 38% of Montclair households fell into so-called “Low” (earning 30-50% of the median and “Moderate” (earning 50-80% of the median) income categories, including 13% of households in the “Very Low” category (making less than 30% of the median household income). Many of the people who work in Montclair as teachers, firefighters, store clerks, waiters, mechanics, artists and a wide range of other occupations have annual incomes that qualify them as low or moderate income.

Housing and Homeownership	USA	New Jersey	Essex County	Montclair
Housing units, 2000	119,302,132	3,372,572	303,119	15,531
Homeownership rate, 2000	66.2%	65.6%	45.6%	56.4%
Median value of owner-occupied housing units, 2000	\$119,600	\$170,800	\$208,400	\$317,500

Sources:
New Jersey Quick Facts from the US Census Bureau, <http://quickfacts.census.gov/qfd/states/34000.html>
American Fact Finder: <http://factfinder.census.gov>

Real estate values, on the other hand, have risen steadily. According to the 2000 U.S. Census, the median home value in Montclair was \$317,500, more than 2.5 times higher than the national median. Montclair township officials have calculated that median home prices in Essex County rose another 25% between 2000 and 2003 and they believe that Montclair real estate values have risen at least as fast.

The concern that lower and middle income families are being driven out of the town by the increasingly high prices of real estate is reflected in one of the Guiding Principles underlying the Township’s recently adopted Affordable Housing Strategy: “The future diversity of Montclair (diversity by age, race, and income) is contingent on the future availability of diverse housing choices (diversity by housing type, size, location, tenure and price.)”

Education

Montclair has a “magnet” school system, where residents choose among five elementary and three middle schools, and the town transports children to whatever school is selected. All the schools, and each class with each school are balanced as carefully as possible with respect to both gender and race. Inclusion or mainstreaming of disabled children is also a high priority of the school district. The population is well-educated by national standards – 57.4% of the population (25 years and over) has a bachelor’s degree or higher compared with 24.4% for the USA.

Economy

New Jersey’s economy is heavily weighted toward the services sector, which accounts for 87.4% of employment in the State. Goods production accounts for only 12.6% of employment. The public sector accounts for 15.9% of all nonfarm workers employed.

Within the private services-providing sector, the largest number of workers are employed by trade, transportation & utilities firms (21.8% of the total), followed by the professional and business services (14.4%) and education and health services (13.7%).

According to the New Jersey Commissioner of Labor and Workforce Development, New Jersey's unemployment rate decreased by 0.2 percentage points from November 2004 to 4.2 percent in December 2004. The State's jobless rate has remained below the U.S. rate for 20 consecutive months; the national rate was unchanged at 5.4 percent in December. The New Jersey rate is 1.4 percentage points below its year ago level.

Persons working on non-farm payrolls increased by 3,800 from November to a new record of 4,075,100 in December.

Over the year, the not seasonally adjusted workweek for production workers in manufacturing declined by 0.6 hour to 41.9 hours in December, hourly earnings rose by \$0.45 to \$16.05 and weekly earning improved by \$9.50 to \$672.50. Over the month, the workweek rose by 0.5 hour, while the hourly earnings increased by \$0.14 and weekly earnings increased by \$13.83.

Appendix B - Description of Stakeholders

Montclair Arts Council/Montclair Interim Arts Council

The Montclair Arts Council will promote and support Montclair as a vibrant center for the arts and culture by maximizing the strengths of Montclair's diverse and dynamic community of artists, arts and cultural organizations, and arts supporters. It will consist of a 25 member Board of Directors, who live or work in Montclair. The directors will have the responsibility of building policies and strategies, which will be implemented by a professional, full time Executive Director and by various committees that will be chaired by members of the Board.

Montclair Art Museum

The Montclair Art Museum collects, preserves, and presents American and Native American art. Its innovative exhibitions and educational programs interpret and explore relationships between these two evolving artistic traditions. The Museum's exhibitions offer ground-breaking scholarship, fresh thematic approaches, first-time presentations of under-recognized artists, examinations of little-known aspects of major artists' careers, and an ongoing commitment to the artists and culture of New Jersey. Sharing its distinguished collections, specialized expertise, and unique resources such as its Le Brun Library and Yard School of Art, the Museum collaborates with numerous cultural and community partners to inspire creativity and a deeper understanding of America's unique diversity.

Montclair Center Business Improvement District

The Montclair BID was formed in 2002. Its responsibilities include overseeing the care and promotion of Montclair Center by maintaining the area, brand the Center with banners, plantings and street furniture, sponsoring special events and providing a liaison to Montclair's town council for over 350 businesses in the district. It is funded through an added tax on property owners in the BID footprint. Contact: Tom Lonergan, Executive Director; (973) 509-3820.

Montclair Community Arts Foundation

This to-be-created public foundation will be responsible for raising the money necessary to acquire and develop the Community Arts Center, a facility which will house a number of groups, including the Montclair Arts Council, Right Brain Ventures, Inc. and other groups associated with supporting the economic development of enterprises associated with arts and culture in Montclair.

Montclair Economic Development Corporation

The Montclair Economic Development Corporation (MEDC) is a non-profit 501(c)3 organization that was formed in 1995. MEDC has a full-time executive director, a part-time office manager and is governed by a 17 member board consisting of nine council appointees and eight MEDC appointees for three year terms. MEDC's mission is to enhance the economic vitality of the Township of Montclair by supporting existing businesses, stimulating new business development and advising the Township government on economic and business issues. Since its inception MEDC has made an

impact on business in Montclair most notably by forming the BID, providing business seminars, merchant assistance and support to the town's five business districts as well as administering the Farmer's Market. MEDC has also made an impact on town-wide economic development by providing advice on two significant re-development projects. MEDC is supported by funding from the Town Government, grants and fundraising. Contact: Eva Marie Santiago, Executive Director; (973) 509-1188.

Montclair Neighborhood Development Corp.

Montclair Neighborhood Development Corp. (MNDC) is a non-profit community based social service agency, founded in 1969 and incorporated in 1970. Basic programs offered are Adult Education, Crisis Intervention, Supporting Services and Youth Development.

Montclair State University

Montclair State University is New Jersey's second largest and fastest growing university and is beginning to play an increasing role in community life in the town. MSU is currently working with MEDC to conduct a business census of the town to get a detailed and accurate picture of the existing businesses in Montclair. Funded by HUD, MSU's Community Outreach Partnership Center works with its partners to revitalize the neighborhood's social infrastructure with projects addressing issues related to community organizing, housing and urban education.

North Essex Chamber of Commerce

The North Essex Chamber of Commerce exists to make business work in the community for the community. We help businesses grow and prosper by continually looking for new ways to sharpen their competitive edge in the marketplace. Our motto, "In Business for Business" truly defines our existence. The Chamber is an information center for businesses and individuals located or interested in the North Essex area. Maps, SBA brochures, municipal information, business brochures, information on wages, transportation, schools, parks, religious organizations and recreation are supplied on request.

Studio Montclair

Studio Montclair Inc. (SMI) is an organization of exhibiting professional artists and others interested in the visual arts. The mission of the organization is to promote culture and education in the visual arts and encourage emerging artists through all appropriate means. Educational programs include exhibitions, lectures, art demonstrations, and studio tours. SMI is a non-profit corporation supported by membership, corporate sponsorship and grants.

Township of Montclair Cultural Affairs Department

The Cultural Affairs Department is in the process of compiling information for purposes of publicizing a 2005 Arts and Cultural Affairs Calendar. The Montclair Arts Council reports to this department for funding, direction, etc.

Township of Montclair Planning Department

This department controls zoning and other re-development plans and monies.

Appendix C - Montclair Arts Plan

The full text of the Montclair Arts Plan, which includes the results of the 2000 survey can be accessed at www.to.montclair.nj.us/cultural/ArtsPlan.pdf

Appendix D – Right Brain Ventures Brochure (Draft)

Vision for Right Brain Ventures

The goal of RBV is to give new arts-based firms the support network they need to grow into strong enterprises. Artists looking to make the jump from sculpting statues, weaving, composing music or writing manuscripts in their spare time to producing and marketing their creations by developing sustainable businesses could be potential RBV clients. RBV will try to reach out not only to people who may have a gallery or a business that sells artistic products, but also to draw out and support artistic entrepreneurs, such as aspiring production houses, distribution companies, graphic artists, poets, craftspeople, etc.

All new businesses make mistakes, and RBV will be able to give new firms the chance to learn important lessons from errors that otherwise could be fatal. Some talented artistic would-be entrepreneurs have not been trained in the skills that are required to convert their inspiration into viable businesses. By making these tools available to its clients, RBV nurtures its clients along the road from inception to sustainability to growth.

RBV has entered into a partnership with Above & Beyond (“A&B”), a local provider of shared office space. RBV has its office there, and will use A&B’s common areas (e.g., its conference room) for seminars and trainings. In addition, Above & Beyond has agreed to provide short-term office space at a discount to RBV clients.

Right Brain Ventures LLC

Menu of Services

Services that are available to RBV clients through A&B will include:

- Discounted office space, for which clients will pay a monthly rent;
- Shared office resources, for which clients will pay on a per usage basis
 - Reception/secretarial
 - Telephone/copy/fax/printing/mailing/shipping services;
 - High-speed internet access and technical support

Services that are offered directly by RBV include:

- One-on-one technical assistance & advisory services, including advice with respect to
 - Effective marketing strategies
 - Financial literacy and critical business analysis skills
 - Business planning assistance
 - Access to capital
- A series of unique trainings, specifically geared to artists and craftspeople who are developing businesses based on their art
- Resource library stocked with relevant trade journals;
- Website design and maintenance services;
- Business management services (management of invoicing/accounts receivables/collections);
- Advisory and/or referrals to professional services (accountants, lawyers, consultants);
- Referrals and connections to artist representatives, agents; publishers; etc.);
- Opportunities for joint purchasing of supplies and cooperative marketing initiatives

Right Brain Ventures

Training Programs Available

Want More Sales? Think Outside the Booth

Duration: Three hours.

Fee: \$50

Target Audience: Artists and Crafters who want to bump up their revenues

Attendance at major fine arts and crafts shows has been trending down. How can you take advantage of other opportunities to promote your work?

We'll discuss:

- Analyzing your customer profile to find other ways to reach them
- Creating effective e-commerce strategies
- Using In-home or alternate showcase venues (e.g., farmers' markets)
- Changing role of galleries
- Promotion – don't be afraid to use it
- Teaching as an alternate source of income
- Partnering with the Tourism industry

An Introduction to QuickBooks

Duration: Three hours

Fee: \$50

Target Audience: Businesses that have not implemented a computerized bookkeeping system

Topics include:

- Review of Basic Financial Statements
- How to Set up a Chart of Accounts
- Using QuickBooks' Invoice Function
- Recording Payments; Tracking Receivables
- Running Payroll on Quickbooks
- Managing Inventory
- Reconciling Bank Accounts

Business Plans that Get Funded Course Outline

Target Audience: Owners of startups or existing businesses

Pre-Requisites: A clear notion of your business concept and marketing strategy; basic familiarity with business financial statements; basic proficiency in Word and Excel

Duration: FIVE consecutive weeks, THREE hours each session. Significant amount of “homework” is required between classes

Cost: \$250

Goal: A Completed Business Plan

Session 1:

Why Write a Business Plan?

To Test the Viability of your Business Concept

For Fund Raising (Lenders, Equity Providers)

For Promotion (Marketing to New Customers, New Employees)

Planning is a Valuable Skill for Business Owners/Managers

What Information must be included in a Business Plan)

Business Concept

Brief History of Company

Need Company is Addressing

Company's Unique Approach to Market

Marketing Plan

Target Market

Competitive Analysis

Pricing Strategy

Sales/Marketing Approach

Budget/Staffing Required

Production/Organization/Management

Description of Manufacturing/Retailing Facility

Suppliers/Raw Materials

Organization Chart

Resumes of Key Personnel

Financial Projections

Assumptions

Income Statements

Cash Flow Statements

Balance Sheets

Sample Tables of Contents

Helpful Resources

Homework: Write a Business Concept description – paper not to exceed two pages.

Session 2:

Share & Review Homework

The Marketing Plan

Know Your Customers

- Size
- Growth Characteristics of Market
- Know Your Competitors
 - Current and Potential
- Market Position
 - SWOT Analysis
- Sales Strategy
 - PR/Promotion
 - Advertising
- Budget

Homework: Write a Marketing Plan; include all elements above. Cite references and sources of data provided.

Session 3:

- Share & Review Homework
- Doing Business – It's All in the Numbers!
- Financials – Step One: Accounting Basics
 - How the Three Sets of Financial Statements Work Together
 - Income Statement
 - Cash Flow Statements
 - Balance Sheets
 - Cash Costs vs Expenses
 - Variable Costs vs. Fixed Expenses
 - Break-Even Analysis

Homework: Do a Break-Even Analysis; Write Assumptions Page(s) for the Projections

Session 4:

- Share & Review Homework
- Production
 - Facilities (if applicable)
 - Raw Materials/Suppliers
 - Manufacturing Process (if applicable)
 - Patents, Trademarks
- Organization/Management
 - Resumes of Key Employees
- Technology
 - MIS Systems
- Legal, Insurance, Other
- Financials – Step Two: The Details
 - Inventory/Cost of Goods Sold
 - Depreciation
 - Accounts Receivable/Payable
 - Standard Financial Ratios
 - Believable Projections

Homework: Financial Projections for Three Years: Monthly for Year 1; Quarterly for Years 2 & 3.

Session 5:

Share & Review Homework
Executive Summary
Cover Page
Table of Contents
Funding Request
 Uses of Proceeds
Presentation/Format

Homework: Put it All Together – You Have A Plan!

Appendix E - Training Needs Assessment Questionnaire

Cover Letter

January 15, 2006

Hello!

[The Montclair Economic Development Corp. and Montclair Center's Business Improvement Center] are working to develop a menu of training programs and services to help local entrepreneurs build and grow their companies.

You can help us make these service offerings relevant to [Montclair] business owners by taking a few moments to fill out the attached questionnaire. Please return the completed form to the MEDC in the enclosed pre-paid envelope.

Thank you for your help!

[MEDC
Montclair Center BID]

For No. Essex CofC letters, replace []s with: [The North Essex Chamber of Commerce]
[Essex County][North Essex Chamber of Commerce]

**SMALL BUSINESS TECHNICAL ASSISTANCE CENTER
TRAINING SERVICE QUESTIONNAIRE**

A. Do the following training session titles sound interesting and relevant to you? How likely is it that you would take any of these classes? Please rate your level of interest on the following scale.

- 1 = Very interested
- 2 = Somewhat interested
- 3 = Might be interested
- 4 = Probably not interested
- 5 = No interest

1. Are You an Entrepreneur?	1	2	3	4	5
2. Business Plans that Get Funded	1	2	3	4	5
3. Marketing Tools for Artists	1	2	3	4	5
4. Effective e-Commerce Strategies	1	2	3	4	5
5. Finding Capital for Growth	1	2	3	4	5
6. Improving Financial Record-Keeping	1	2	3	4	5
7. Managing Real Estate Costs	1	2	3	4	5
8. Time & Stress Management Skills	1	2	3	4	5
9. Employee Relations	1	2	3	4	5
10. Personal Financial Planning	1	2	3	4	5
11. Networking Skills	1	2	3	4	5
12. Business Formation: Legal Alternatives	1	2	3	4	5
13. Making a Living at Making Art	1	2	3	4	5

B. Please tell us what other subjects you would be interested in:

C. Would you be willing to **pay** for training on any of the following topics? If so, please tell us how much you would pay.

1. Business Planning Skills	N	Y	≤\$25	\$50	\$75	\$100≥
2. Sales and Marketing Tools	N	Y	≤\$25	\$50	\$75	\$100≥
3. Using the Internet Effectively	N	Y	≤\$25	\$50	\$75	\$100≥
3. Finding Funding for Your Business	N	Y	≤\$25	\$50	\$75	\$100≥
4. Accounting Skills	N	Y	≤\$25	\$50	\$75	\$100≥
5. Real Estate	N	Y	≤\$25	\$50	\$75	\$100≥
6. Time & Stress Management Skills	N	Y	≤\$25	\$50	\$75	\$100≥
7. Employee Management	N	Y	≤\$25	\$50	\$75	\$100≥
8. Personal Financial Planning	N	Y	≤\$25	\$50	\$75	\$100≥
9. Networking Skills	N	Y	≤\$25	\$50	\$75	\$100≥
Other (Specify) _____	N	Y	≤\$25	\$50	\$75	\$100≥

Business Name _____
 Address _____
 Telephone Number _____
 Owner Name _____
 E-mail Address _____

1. Type of Business (check one)

- Restaurant
- Retail
- Service
- Professional
- Commercial
- Industrial/Manufacturing
- Other (specify) _____

2. What legal form is your Business? (Check one)

- Sole Proprietorship LLC S-Corp. C-Corp. Partnership

3. How long have you been in business?

- Less than one year
- 1-3 years
- 3-5 years
- 5-10 years
- Over 10 years

4. What are the annual revenues for your business?

- Less than \$100,000
- \$100,000-\$250,000
- \$250,000-\$500,000
- \$500,000-\$1,000,000
- \$1,000,000-\$2,500,000
- Over \$2,500,000

5. Do you have a website? Name: _____

3. Do you use financial/accounting software? Y N

If so, which one? _____

4. Have you taken other business training courses? Y N

If yes, please describe coursework, including where and when you took the classes

5. What services would you like to be available in the community from a Small Business Technical Assistance center?

Today's Date _____

THANK YOU!

Appendix F – Client Review Form

Right Brain Ventures, LLC

Client Review Form

FOR OFFICE USE ONLY Date: _____ Interviewer: _____
--

Client Name _____
Business Name _____
Date Business Established _____

General Assessment

1. Have you completed a comprehensive business plan?
(including a marketing and financial plan) Yes ____ No ____
If no, why not?

2. Are you currently selling a product or service? Yes ____ No ____
If no, why not?

If yes, describe product or service.

3. Do you have a business checking account? Yes ____ No ____
If no, why not?

4. Do you have business insurance? Yes ____ No ____
If no, why not?

If yes, what kind?

5. Do you have the necessary equipment to effectively produce your product or service? Yes _____ No _____
If yes, list equipment.

If no, what is needed?

6. Do you have sufficient suppliers? Yes _____ No _____
If yes, how many?

If no, why not?

7. Do you purchase supplies at wholesale prices? Yes _____ No _____
If no, why not?

8. Do you have adequate workspace to produce the product or service? Yes _____ No _____
If yes, where is the workspace located?

If no, why not?

9. Have you filed 2004 taxes for your business? Yes ____ No ____
If no, please explain.

If yes, what were your gross sales? \$ _____
What percentage of your household income does this represent? ____%

What are your estimated sales for 2005? \$ _____
What percentage of your household income does this represent? ____%

What were your gross sales for 2003? \$ _____
What percentage of your household income does this represent? ____%

10. Do you have employees? Yes ____ No ____
If so, how many are: Part-time ____ Full-time ____
What is their hourly rate of pay?

Are you willing to hire employees as your business
grows? Yes ____ No ____
If no, why not?

11. How much do you want to expand/grow your business?

12. Do you have a federal tax I.D.? Yes ____ No ____

13. Do you have an accountant? Yes ____ No ____
If no, please explain.

14. Do you have legal counsel? Yes ____ No ____
If no, please explain.

15. Do you use a computer for your business now? Yes ____ No ____
If no, why not?

16. Are you connected to other businesses that are similar to yours? Yes ____ No ____
If yes, how?

If no, why not?

17. What kind of networking events do you attend? (check all that apply)
 Industry meetings
 Chamber of Commerce
 Other, please list _____

18. How do you keep current in your industry? (check all that apply)
 Internet
 Trade magazines
 Trade shows
 Industry conferences/trainings
 Networking activities
 Other, please list _____

19. Do you currently collaborate with other businesses? Yes ____ No ____
If yes, how?

If no, why not?

Financial Assessment

1. Do you maintain business expense receipts? Yes _____ No _____
If no, why not?

2. Do you have an adequate bookkeeping system? Yes _____ No _____
If yes, what system are you using?

If no, why not?

3. Is your bookkeeping current? Yes _____ No _____
If no, why not?

4. Do you have current financial statements (income & expense report, balance sheet, etc.) Yes _____ No _____
If no, why not?

5. Do you have adequate inventory? Yes _____ No _____ NA _____
If no, why not?

If yes, please list inventory.

6. Do you have problems collecting receivables? Yes _____ No _____
If yes, please explain.

7. Do you have a current price list? Yes _____ No _____
If yes, please attach a copy of the list.

If no, why not?

8. Do you have a deposit policy? Yes _____ No _____ NA _____
If yes, please attach.
If no, please explain.

9. Do you have a refund policy? Yes _____ No _____ NA _____
If yes, please attach.
If no, please explain.

10. What were your gross sales for the past 3 months? \$ _____
If no sales, please explain.

11. Is your business profitable? Yes _____ No _____
If not, why?

12. What is your business' estimated net worth? \$ _____

What is your business' current debt amount? \$ _____

Marketing Assessment

1. Have you identified your market segments (population/geographic areas)? Yes _____ No _____
If yes, please describe.

If no, why not?

2. Have you identified a target market(s) within your market segment(s)? Yes _____ No _____
If yes, please describe (how many/who/where).

If no, why not?

3. Can your current market(s) adequately support your business? Yes _____ No _____
If yes, please explain.

If no, why not?

4. Do you have a one-year marketing strategy? Yes _____ No _____
If yes, please list the components of the plan.

5. Are you actively following the strategy? Yes _____ No _____
If not, please explain.

6. Do you have adequate marketing tools?

Yes ____ No ____

List tools (brochures, flyers, business cards, etc.)
and provide a sample of each.

If no, please explain.

Additional Information We Should Know About Your Business?

Other Comments:

Client Signature

Date