

## BUSINESS PLAN REQUIREMENTS

A business plan is essential in starting a business, improving a business, and giving a detailed view of the business. BLM requires each prospective permit holder to provide a business plan before a permit will be authorized. Low cost assistance and training in preparing a business plan is available from Small Business Development Centers (SBDC) located throughout the United States (locally, Southern Oregon University and Rogue Community College have SBDC programs). The United States Small Business Administration (SBA) can also provide information on developing a business plan and can be found at [www.sba.gov](http://www.sba.gov).

Although a complete business plan as described by the SBA is recommended the minimum requirements for the business plan being requested are as follows:

1. Documentation of the business, company, or organization;
2. Description of past business experience related to outfitting river trips (or any business experience if none of the latter);
3. A geographical analysis;
4. A market analysis;
5. Benefits to public lands recreation;
6. A statement of financial resources.

### **Documentation of the Business, Company, or Organization**

Applicants need to include information about the business including its purpose and goals, a description of the business, the legal structure of the business, the location of the business, and the marketing strategy of the business. At a minimum, answer and/or address the following statements:

- What is the purpose in pursuing this business (i.e. what is your mission statement)?
- Define your business goals for the next year and what you foresee five years from now.
- Briefly describe the business, your knowledge, and the services you will provide.
- Identify the designated permit agent, including their contact information.
- Describe how your company is legally organized (sole proprietorship, partnership, corporation, LLC)?
- Include any appropriate information including shareholder or partnership agreements, and a complete list of the owners.
- Describe the location of your business, and if not local, describe what your process would be in overcoming local problems that might arise in your day-to-day river operations (i.e. loss of a head guide, equipment issues, etc.).
- Describe your anticipated target market (e.g. age, income, hobbies, regional, national, international, etc.).

- Discuss your advertising campaign in terms of how, when, and where you will advertise, and estimate your annual cost.

### **Description of Past Business Experience related to Outfitting Services**

Applicants need to provide a detailed description of their experience as it relates to outfitting and guiding of river trips. If no experience in outfitting and guiding of river trips exists, then describe any past business experience. At a minimum, applicants need to answer and/or address the following statements:

- The dates of your business experience.
- The location of the business experience.
- A description of the services provided.
- A description of the customers served.
- The number of employees supervised.
- The volume of business.
- Business references.

### **Financial Resources**

A critical component of a business plan is a financial statement. Any financial information submitted by applicants should conform to generally accepted accounting principles or other comprehensive bases of accounting. The business plan and all financial information and projections are confidential information and may not be released by the BLM, to the extent allowed in the Freedom of Information and Privacy Act, 5 U.S.C 552 and 552a, respectfully. At a minimum, applicants need to answer and/or address the following statements:

- List your start-up expenses.
- List your sources of financing (cash, non-cash assets, loans, etc.) and uses of financing (working capital needs, e.g. buildings, equipment, salary, etc.).
- Develop a monthly cash flow projection (income-debt) for the first year.