

The Sportsmen's Foundation



(Contact Information Deleted)

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It is acknowledged by the reader that information to be furnished in this business plan is in all respects confidential in nature, other than information which is in the public domain through other means and that any disclosure or use of same by the reader, may cause serious harm or damage to The Sportsmen's Foundation, Inc.

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Signature

Name

Date

This is a business plan. It does not imply an offering of securities.

- 1. Executive Summary**
 - 1.1 Mission
 - 1.1.1 Objectives
 - 1.2 Keys to Success
- 2. Organization Summary**
 - 2.1 Legal Entity
 - 2.2 Start-up Summary
 - 2.3 Locations and Facilities
- 3. Projects and Programs**
 - 3.1 Project and Program Description
 - 3.2 Alternative Providers
 - 3.3 Printed Collaterals
 - 3.4 Fulfillment
 - 3.5 Technology
 - 3.6 Future Projects and Programs
- 4. Market Analysis Summary**
 - 4.1 Market Segmentation
 - 4.2 Target Market Segment Strategy
- 5. Strategy and Implementation Summary**
 - 5.1 Strategy Pyramids
 - 5.2 Value Proposition
 - 5.3 Competitive Edge
 - 5.4 Marketing Strategy
 - 5.4.1 Positioning Statements
 - 5.4.2 Pricing Strategy
 - 5.4.3 Promotion Strategy
 - 5.5 Fund Raising Strategy
 - 5.5.1 Funding Forecast
 - 5.5.2 Fundraising Programs
 - 5.6 Strategic Alliances
 - 5.7 Milestones
- 6. Technology and Web Plan Summary**
 - 6.1 Technology and Website Marketing Strategy
 - 6.2 Development Requirements
- 7. Management Summary**
 - 7.1 Organizational Structure
 - 7.2 Management Team
 - 7.3 Management Team Gaps
 - 7.4 Personnel Plan
- 8. Financial Plan**
 - 8.1 Important Assumptions
 - 8.2 Key Financial Indicators
 - 8.3 Break-even Analysis
 - 8.4 Surplus or Deficit
 - 8.5 Projected Cash Flow
 - 8.6 Projected Balance Sheet

8.7 Standard Ratios

Sample Business Plan by Ceo Resource

1.0 Executive Summary

According to the U.S. Fish and Wildlife Service, every year, another piece of wildlife habitat disappears as another lake runs dry or another forest is clear-cut. Some of the reasons for these declining numbers are obvious - wilderness lands are being transformed into commercialized shopping centers, parking lots, and office buildings, while others are political - misdirected individuals working to take away the privilege of hunting and fishing.

Additionally, statistics show hunting and fishing based activities are steadily declining in popularity with today's youth. This is largely due to the lack of encouragement children and teenagers receive in their homes, schools, and communities. The Sportsmen's Foundation will strive to promote wholesome values and "good ole' family fun" that only the Great Outdoors can provide.

The Sportsmen's Foundation is concerned the environmental landscape is changing and that people are becoming more and more indifferent towards hunting and fishing. The Sportsmen's Foundation hopes to promote unity and harmony between outdoor Sporting groups and Conservation organizations, realizing common goals and thus regaining interests in our heritage, wildlife and wildlife habitat.

The Sportsmen's Foundation is a cumulative effort of the best of every aspect the outdoor industry has to offer. We focus on Education, Communication and Unification in our efforts, so that wildlife, habitat, as well as the industry, and mankind is benefited.

The Sportsmen's Foundation was established for people who still feel that supernatural sensation when they step beyond their city streets and cross into the wilderness and for people who recognize that much more needs to be done to preserve our heritage, as well as our habitat.

To help accomplish these goals, the Foundation is seeking benefactor contributions totaling \$100,000 to fund start up costs and first year expenses of the organization.

As you will see, The Sportsmen's Foundation is quite different than other organizations. Through our main themes of education, communication, and unification, the Foundation strives to encourage people to honor the code of ethics that nature has set for us.

The Sportsmen's Foundation is honored to be able to present you with an opportunity to benefit humanity - to impact millions of lives, to protect a family tradition, and to protect our environment.

1.1 Mission

The Sportsmen's Foundation is for people who love the outdoors and outdoor sports. People who feel that much more needs to be done locally and nationally for the conservation of wildlife habitat and who believe in the benefits of ethical wildlife management.

The Sportsmen's Foundation was created to bring outdoor sporting enthusiasts and wildlife conservation groups together to realize common ground and shared goals. Organizing activities in which disparate groups may participate will create opportunities to educate the public, improve habitat, and increase awareness of common interests between various organizations.

The Sportsmen's Foundation will focus intensively on Education, Communication, and Unification.

The Sportsmen's Foundation Mission includes:

- To more effectively initiate, organize and promote conservation and educational efforts that benefit wildlife, by promoting team alliances between outdoor sporting groups and conservation organizations.
- To educate the public about the benefits of ethical wildlife management.

1.1.1 Objectives

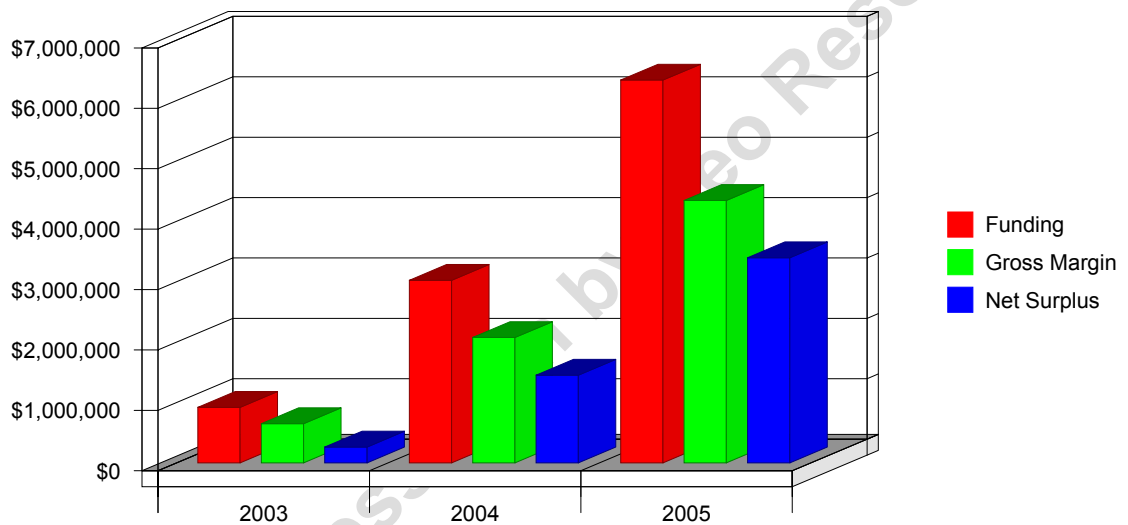
This new initiative is designed to make TSF an effective representative and proponent of and for all those involved in the outdoors experience. Our FY1 objectives include:

- 10,000 Honorary members, 825 Patron members and 275 Business members added to our membership.
- Net annual income from member dues, grants and benefactor donations greater than \$900,000 will support projects, full-time staff, and expenses.
- Completion and implementation of the Touring Bass Tank to provide major promotion of the organization and initiate the Foundation's Outreach programs.
- Completion and implementation of a major upgrade to our web site, so that we significantly enhance our visibility and membership growth.

1.2 Keys to Success

- Obtaining benefactor funding of \$100,000 to kick off this current phase of the Foundation's plan.
- Implement planned programs to significantly raise the visibility of TSF.
- Establish the Foundation as the key organization that will unite the diverse outdoors groups with their shared common goals.

Highlights



2.0 Organization Summary

Currently we are working through the second year of a 5-year development campaign, which has three phases:

Phase 1

September 2000: We became an official Non-Profit organization based in Florida, where we immediately implemented our current management and development teams, operational procedures and policies, and created a single organizational theme: *The Sportsmen's Foundation will focus intensively on Education, Communication, and Unification.*

Phase 2

September 2001: With the help of the U.S. Fish and Wildlife Service and 11 other state Wildlife agencies, we relocated The Sportsmen's Foundation to Texas. This move will enhance and expedite the success of our unique operation. We are currently introducing a select number of our fund raising projects, Membership programs, and Outreach initiatives to the Region.

Phase 3

(Proposed) September 2002: The final developmental phase will commence following the receipt of our Texas-based non-profit status. We will begin to establish a formal Board of Directors, Trustees, and Executives. On National Hunting and Fishing Day, September 28, we will implement various programs, projects, and initiatives.

For nearly 10 years, we have been compiling industry research, including information garnered from various Federal agencies such as the U.S. Fish and Wildlife Service, Department of Interior, and the Department of Agriculture. In 1998, we began conducting our own studies via the Internet, telemarketing campaigns and industry trade shows throughout the United States.

In this time, we have strengthened our relations with major non-profit organizations—some of whom support hunting and fishing, and others who do not. We have also increased our affiliations with industry experts, vendors, and outfitters throughout the World. Additionally, we have developed and tested some of the most effective marketing and networking tools that exist today—in any industry.

Perhaps most important point of all is the fact that we have been *listening*.

2.1 Legal Entity

The Sportsmen's Foundation is a Texas-based non-profit corporation.

2.2 Start-up Summary

Our start-up costs equal \$54,324, which is mostly stationery, legal costs, payables and expenses associated with opening our office. The start-up costs and operating deficit will be through financed by contributions from corporate sponsors, grants from private organizations and from state and federal government funds. The assumptions are shown in the following table and chart.

Existing assets of the Foundation include:

- Computers (2) valued at a total of \$1,500
- Printers (2) valued at a total of \$200
- Rug/skin valued at \$1,000
- Prints (200) valued at \$2,000
- Tee shirts (50) valued at \$500

All of the above assets total \$5,200.

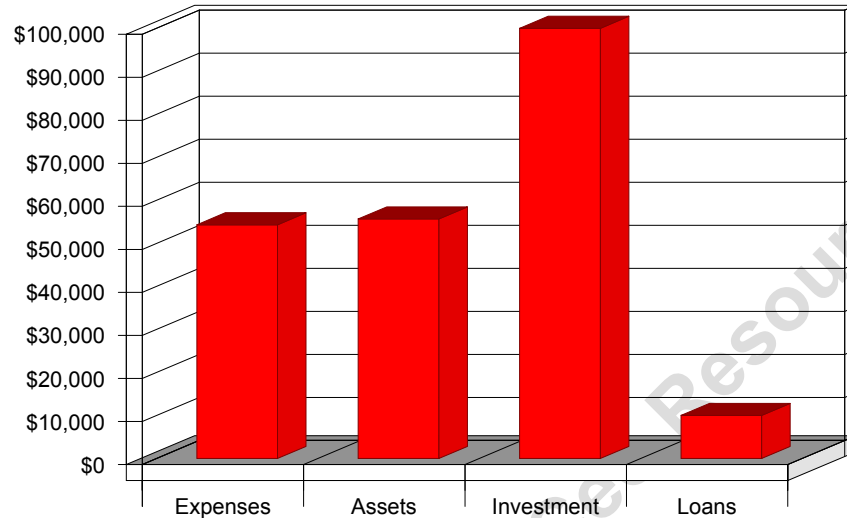
The Sportsmen's Foundation currently has a \$10,000 zero interest, demand loan from Mr. Wayne Smith and has an accounts payable due to 247365, Inc. for \$43,324 to cover out of pocket costs they have paid on behalf of TSF.

The Foundation requires \$100,000 to cover the organization's initial deficit from operations. TSF is seeking a total funding at this time of \$100,000 to cover these costs and begin aggressively implementing our mission.

Table: Start-up

Start-up	
Requirements	
Start-up Expenses	
Legal / Incorporation in Texas	\$800
Stationery etc.	\$1,500
Brochures	\$2,000
Consultants	\$1,200
Insurance	\$0
Rent	\$0
Research and Development	\$0
Expensed Equipment	\$2,000
Payables	\$43,324
Other	\$3,500
Total Start-up Expenses	\$54,324
Start-up Assets Needed	
Cash Balance on Starting Date	\$50,476
Other Current Assets	\$0
Total Current Assets	\$50,476
Long-term Assets	\$5,200
Total Assets	\$55,676
Total Requirements	\$110,000
Funding	
Investment	
Grant 1	\$0
Grant 2	\$0
Start Up Contributions by Benefactors	\$100,000
Total Investment	\$100,000
Current Liabilities	
Accounts Payable	\$0
Current Borrowing	\$10,000
Other Current Liabilities	\$0
Current Liabilities	\$10,000
Long-term Liabilities	
Total Liabilities	\$10,000
Loss at Start-up	(\$54,324)
Total Capital	\$45,676
Total Capital and Liabilities	\$55,676

Start-up



2.3 Locations and Facilities

Office Space -- The Foundation is currently in discussions with several entities to provide TSF with free office space near Cedar Hill State Park, located between Dallas and Fort Worth, Texas. We believe this will be an ideal location for our organization and will help ensure higher levels of public visibility, membership growth opportunities, donations and grants. Additional office space used by TSF will cost \$500 per month.

The Internet -- Our web site, www.sportsmensfoundation.org promises to be a significant technological solution for the Foundation in the area of member registration, communication, and information delivery. Web sites have demonstrated the ability to provide more extensive and current information at reduced costs. We can reduce the need for printed materials, voice mail communication equipment, and staff payroll time. It will also allow us to reallocate volunteer hours to better serve our program. We believe that our web site will allow us unprecedented marketing ability that will help TSF to quickly establish itself as one of the premiere outdoor enthusiast's organizations in the country.

3.0 Projects and Programs

To date, few groups or organizations have successfully represented all outdoor sports. We can't expect the interests and needs of fishermen and hunters to be the same. Yet many sporting and wildlife conservation groups do share some goals in common, particularly the preservation and management of sustainable wildlife habitat.

The Sportsmen's Foundation was created to bring outdoor sporting enthusiasts and wildlife conservation groups together, on a project-by-project basis to realize some of these shared goals.

Organizing activities in which disparate groups may participate will create opportunities to educate the public and increase awareness of common interests between many organizations. These activities are expected to include local and national conservation projects, community educational projects, and scholarship programs.

3.1 Project and Program Description

Traveling Bass Tank Outreach Program

Together with the Texas Parks and Wildlife Department and their mobile shooting system, The Sportsmen's Foundation is preparing to unveil an extraordinary outreach program that introduces inner city youth to the great outdoors. With raised funds, the Foundation is acquiring a 50' mobile aquarium to be transported to various school systems throughout Texas beginning with the 2003 school year. Within 24 hours of the tank's arrival at a school, students will have the opportunity to observe bass, carp, catfish, and pike.

In addition, well-known individuals and businesses in the outdoor industry will add to the program by contributing their expertise, equipment, and various incentives to onlookers. Because of the popularity of outdoor sports has been in serious decline over the last several years and a large portion of the population can't experience the real outdoors, the major goal of this one-of-a-kind program is to take the great outdoors to people rather than waiting for them to come to it. When the Bass tank isn't visiting schools, it will be utilized at major events such as the Texas Wildlife Expo, and various county fairs all over Texas. This outreach program will impact over 1 million people per year and over 60% of these individuals will part be of our core audience as they will have never hunted or fished before.

Budget	Time to implement	Expected results
\$80K	1 year	1 million annually

Creation and Distribution of Educational Tools

Today's children are tomorrow's Sportsmen; they are born into a Digital World. And to reach them we have to go to where they are and produce something they will enjoy and can relate to. That is why this project will create hunting and or fishing games, which will feature only the best the great outdoors has to offer. These games will educate, inform and entice children young and old to get out and enjoy various outdoor activities first-hand instead of just behind a computer or on the television.

Budget	Time to implement	Expected results
\$250K	1 year	100,000 distributed annually

Outfitters Training Camp

Come and take a ride back in time to when the "Wild West" was truly wild. Participants in this adventure will experience what it was like for early settlers in Texas. While they gain first hand knowledge of their Texas heritage, the participants will also experience what it is like to be an Outfitter, as they will stay in Outfitting tents under the big Texas stars, learn how to cook over an open flame, and to tell tall tales around the campfire.

Budget	Time to implement	Expected results
\$50K	1 year	1,000 attendees annually

Communication Network

Utilizing all of the latest technology in the way of communication, this project will produce the largest and most complete database of information about the great outdoors and the opportunities therein. The network will consist of all current advertising and communication mediums such as TV, Radio, Print, and Web based technologies. It will give the visitor/user the ability to locate desired information quickly, and then to share it with others at the click of the mouse or with a simple phone call if they so choose.

Budget	Time to implement	Expected results
\$300K	3 years	1,000,000 users annually

The Sportsmen's Expo

Today's society is event oriented, and The Sportsmen's Expo was created to make learning something new, FUN and ADVENTUROUS! The Expo is an event much like a fair or carnival, except it is designed to promote the great

outdoors and what opportunities are just outside the visitor's doorstep. Although all outdoor recreational sports will most likely be included, Hunting and Fishing opportunities will be featured. Because of the strategic promotion and timing of this event, The Sportsmen's Expo will quickly become the largest outdoor oriented event of its kind, introducing millions to the Great Outdoors and the exciting opportunities in a fun-filled family environment.

Budget	Time to implement	Expected results
\$200K	3 years	150,000 visitors annually

National Hunting & Fishing Day Celebration

This project was designed to promote NH&F Day, a day sadly very few people know about or recognize even though it is an official day signed into law by Congress and The President of the United States. This celebration will be extremely unique to the outdoor industry and will feature an awards ceremony, music concerts, special guest speakers, Celebrity sporting events, etc. This amazing occasion will be capped off by a fireworks show, which will rival many 4th of July celebrations.

Budget	Time to implement	Expected results
\$350K	1 year	250,000 attendees annually

TSF Television Shows

The Sportsmen's Foundation will create several television shows featuring the best of the great outdoors from the Sportsmen's perspective. Each television show will target a particular demographic, and more specifically a certain age group. Some of the subject matter for each series will include wild game cooking, kids in the outdoors, family outdoors, etc. Each television show will be totally unique, featured on various television networks, and will be heavily promoted unlike any other outdoor television series has ever been.

Budget	Time to implement	Expected results
\$150K	1 year	3.9 million viewers annually

TSF Promotional Vehicle

This vehicle will attract everyone's attention because of what it is and the way it will be decorated and promoted. The uniquely equipped Off-road vehicle will be the center of attention at many trade shows, fairs, and other sporting events. The main goal of the promo vehicle is to create awareness about our natural resources and to disburse information about where, when and how to get in on

all the fun.

Budget	Time to implement	Expected results
\$250K	1 year	400,000 viewers annually

TSF Scholarship Programs

The Sportsmen's Foundation will align itself with many higher-level educational facilities, which offer outdoor oriented programs such as marine biology and wildlife biology just to name a few. These scholarships will eventually be Full scholarships, paying for everything necessary to complete a degree in the recipient's chosen field.

Budget	Time to implement	Expected results
\$120K	1 year	2 scholarships annually

Humanitarian Relief

In the eyes of the public, hunters and anglers do not have the greatest of reputations. Nevertheless, The Sportsmen's Foundation will eventually change this view by implementing programs that support Humanitarian issues, as well as Nature. These programs will provide relief to the hungry, aid to natural disaster victims, and will reach out with a "hand up" rather than a "hand out" to those who cannot provide for themselves. Our first expected project would be to dig Water Wells in Africa where life saving clean drinking water is desperately needed.

Budget	Time to implement	Expected results
\$75K	1 year	50,000 lives saved annually

This list is not complete and is not in any particular order. The calculated estimates for each project only reflect the initial costs and returns for the first year after implementation.

3.2 Alternative Providers

A number of other organizations and programs offer outdoor experiences. None of these companies offer the extensive range of experiences or liaisons of TSF.

Some organizations do, however, offer specific attributes some participants find attractive. This is particularly true for those who seek only a singular, specific or specialized area of outdoor experience.

The Foundation intends to be one of the most prominent organizations in the industry. This prediction is based on the estimated number of outdoor enthusiasts versus participation levels in other programs, both public and private. Our target market is huge with over 140 million people already enjoying outdoor recreation on a national level and over 5 million avid enthusiasts in Texas alone, there is more than sufficient interest to support several organizations.

However, the Foundation does not view these other organizations as competitive in the usual sense. Instead, we see them as collaborative partners sharing the same vision and need to protect the great outdoors as well as wildlife.

Private organizations include:

- Ducks Unlimited
- Wild Turkey Federation
- Billfish Foundation
- Rocky Mountain Elk Foundation
- Trout Unlimited
- Sierra Club
- World Wildlife Foundation
- Audubon Society
- Earth Share
- The Nature Conservancy

Governmental organizations include:

- State wildlife agencies
- U.S. Department of Interior
- U.S. Fish and Wildlife
- U.S. Forestry Service
- International governmental agencies

Additionally, there are various clubs in and outside the industry such as local bass, retriever and adventure clubs that are alternative providers of the outdoors experience.

TSF expects to possess a commanding percentage of the total market share since we will be one of the very few organizations that represent the entire outdoors and not just one aspect of it. Bear in mind, we are the only group that promotes unity of all enthusiasts, environmentalists and conservationists.

3.3 Printed Collaterals

We will produce a series of brochures, heavy on graphic design elements and photos. One will be an overview of our organization, presenting our mission statement, history, and credentials, together with brief descriptions of our various projects and programs.

Additional brochures will focus on gaining support and funding for our targeted milestones, discussing content and goals, and will include success stories and testimonials. We will also have a calendar, schedule and newsletter in both print and email format.

Although many of these publications will be in print, we expect to depend on our major distribution of the Foundation's information to be made via our web site, with all of our documents in downloadable Acrobat PDF formats.

3.4 Fulfillment

The full-time President of The Sportsmen's Foundation will be charged with the fulfillment of objectives and mission of the organization including spear heading all activities of the Foundation. These activities include meeting with state and government agencies, private and non-profit organizations and businesses that are interested in our goals and objectives in order to pursue their membership in the Foundation, as well as their financial support.

The President with mostly volunteer staff will coordinate the events and activities that will produce revenue to operate the Foundation as well as provide the benefits for our members.

For events and activities TSF will depend on volunteer staffing, recruited from Foundation members and the outdoors participating public.

3.5 Technology

The Foundation's President and management team will maintain Windows capabilities including:

1. Complete email capabilities on the Internet for working with members directly through email and web site delivery of information.
2. Complete desktop publishing facilities for delivery of reports, announcements, news, and information.
3. Telephone and fax services, including a toll-free hot line for members and consumers.
4. Significant web site promotion and database capability, online order taking for affinity products, instantaneous membership application and credit card payments and donations.
5. Online archive access to current and past press releases, newsletters and other information related to the mission of the Foundation.

3.6 Future Projects and Programs

Educational Center

This center will be used as a follow up to various TSF outreach programs, and will provide additional "first hand" experiences to the visitor. Utilizing the most advanced technologies available, this facility will educate and inform as well as provide an enjoyable and educational experience for all ages. Complete with live exhibits native to the region, this facility provides a unique look at Habitat and the Wildlife that resides within, all under one roof.

Budget	Time to implement	Expected results
\$30M	3 years	250,000 visitors annually

Safari Trail Ride

The Safari Trail Ride is a perfect compliment to the Educational Center, providing a comfortable and adventurous ride through the great outdoors, where the excited visitor has an opportunity to view various species of Wildlife in their native habitat.

Budget	Time to implement	Expected results
\$10M	3 years	250,000 visitors annually

The Sportsmen's Hall of Fame

Finally, a facility that will reward and recognize those who have gone the extra mile and done more than the average person in the way of raising awareness of and protecting our natural resources. These individuals will also have helped to shape the outdoor industry and its enthusiasts while striving to preserve it for future generations. Here are just a few of the individuals that could be inducted to The Sportsmen's Hall of fame; Fred Bear, Curt Gowdy, Grits Gresham, Johnny Morris, and Flip Pallot. Each of these individuals have and continue to demonstrate what it takes to be a true Sportsmen and should be recognized as such, so others can follow their examples.

Budget	Time to implement	Expected results
\$25M	5 years	100,000 visitors annually

Sample Business Plan by Ceo Resource

4.0 Market Analysis Summary

The Sportsmen's Foundation is for people who love the great outdoors and outdoor sports. TSF is made up of people who know that much more needs to be done locally and nationally for the conservation of wildlife habitat and who believe in the benefits of ethical wildlife management.

The Sportsmen's Foundation was created to bring outdoor sporting enthusiasts and wildlife conservation groups together to realize common ground and shared goals. Organizing activities in which disparate groups may participate will create opportunities to educate the public, improve habitat, and increase awareness of common interests between various organizations.

The Sportsmen's Foundation will focus intensively on Education, Communication, and Unification.

4.1 Market Segmentation

According to a June, 2002 report by the U.S. Fish & Wildlife Service, eight of ten Americans participate at least monthly in outdoor recreation. Of these, 82 million U.S. residents, 39% of the population 16 years old and older, enjoyed some activity related to fish and wildlife, including 16% who fished and 6% who hunted. Almost 38 million people spent time fishing and/or hunting while 66 million people engaged in wildlife-watching activities such as observing, feeding or photographing wildlife.

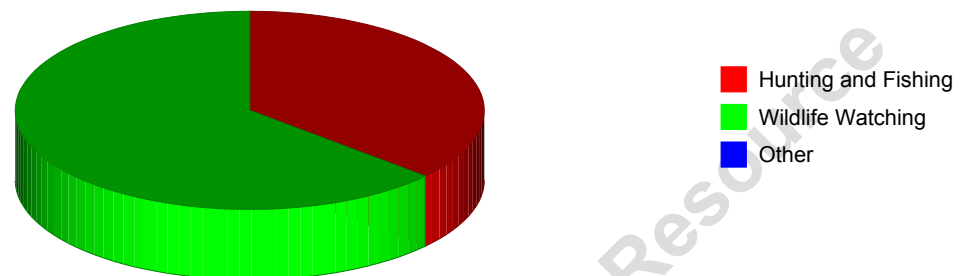
The same report cited that sportspersons spent \$70 billion and wildlife watchers spent \$40 billion in 2001. This amounted to \$110 billion, or 1.1% of the Nation's entire Gross Domestic Product (GDP).

These numbers speak to a huge market that can benefit from supporting the Foundation and its goals - especially since no other non-profit organization is focused on representing the common interests of this diverse group.

Table: Market Analysis

Market Analysis	Potential Customers	Growth	2002	2003	2004	2005	2006	CAGR
Hunting and Fishing		5%	38,000,000	39,900,000	41,895,000	43,989,750	46,189,238	5.00%
Wildlife Watching		5%	66,000,000	69,300,000	72,765,000	76,403,250	80,223,413	5.00%
Other		0%	0	0	0	0	0	0.00%
Total		5.00%	104,000,000	109,200,000	114,660,000	120,393,000	126,412,651	5.00%

Market Analysis (Pie)



4.2 Target Market Segment Strategy

The target market for the Foundation are those outdoor enthusiasts, conservationists and environmentalists between the ages of 18 and 54 who have some interest in protecting the outdoors experience - both today and for future generations.

Sample Business Plan by Ceo Resource

5.0 Strategy and Implementation Summary

In 2000, The Sportsmen's Foundation became an official non-profit organization. A strategic plan was created and a single organizational theme defined: The Sportsmen's Foundation will focus intensively on Education, Communication, and Unification.

For nearly ten years, the founders of TSF have been compiling industry research, including information from the U.S. Fish and Wildlife Service, Department of Interior, and the Department of Agriculture. In 1998, the founders began conducting studies via the Internet, telephone, and industry tradeshow throughout the United States. We have strengthened relationships with major non-profit organizations interested in the environment and conservation, as well as with industry experts, vendors, and outfitters all over the globe.

Initially, the Foundation will undertake a three-year development campaign, which will focus on organizational structure, policies, and initiating various promotional outreach programs. Funding will be raised via membership, corporate support, on-line and live promotional events, and by providing services for industry related conservation minded individuals, groups and companies.

5.1 Strategy Pyramids

Our main strategy is the growth of membership. A large membership base provides revenue from dues and also positions The Sportsmen's Foundation as the principal non-profit representative of the entire outdoor industry.

The tactics to grow the memberships are:

1. Significantly raise awareness of TSF by working with strategic partners, businesses in related industries, as well as state and federal agencies that are focused on outdoors-related activities.
2. Creating value of membership to encourage potential members to join
3. Build awareness of the Foundation and the value of membership with the public through our participation in outdoors- related expos, fairs and through our innovative use of technology.

Programs to support these tactics are:

1. TSF advertising and promotions
2. Email campaigns and other web-based activities
3. Special events, National Hunting and Fishing Day, state fairs, etc.
4. Government agency activity, education and support
5. Leveraging our expected, extensive exposure from projects like our touring bass tank project.

5.2 Value Proposition

The value of TSF is found in the representation, for the first time, of the entire outdoors and what it encompasses for its diverse enthusiasts. Finally, there is an organization that will focus on bringing together these diverse groups for the common benefit of all.

5.3 Competitive Edge

The Sportsmen's Foundation has been under development for approximately 10 years now. We have projects and programs that will complement rather than compete with what governmental, conservation and environmental organizations have in place. However, we have also created many unique and desperately needed projects and programs that are solution-oriented. We have exclusive benefits for our members, and make exceptional use of the latest technologies available.

5.4 Marketing Strategy

TSF strives to be the premier non-profit representative of the entire outdoors experience. Programs are in place to simultaneously serve the needs of its members in a manner that is positive and entertaining while enhancing revenue streams for TSF with minimal additional costs.

The marketing strategy attempts to successfully communicate the unique value the Foundation offers its members. This strategy redirects the focus from the "cost" issue to the "benefits" people will experience from involvement in the membership. The marketing strategy will continue to identify the needs of the market and communicate with this audience in the most effective and positive manner possible.

Ongoing efforts continually attempt to understand how the Foundation can maintain the quality and integrity of the program within the finite financial resources of participants, donors, supporters and grants. Quality and efficiency are just two goals of these changes.

The growth strategy is based on continued attention to the quality of the experience in conjunction with identifying opportunities to expand the visibility and participation of our programs whenever possible.

5.4.1 Positioning Statements

The Sportsmen's Foundation's plan to implement its mission statement is three-pronged: **Education, Communication, and Unification.**

By networking and partnering with like-minded, goal-oriented companies and individuals, we will utilize the most effective means possible to deliver our message. The Foundation will initiate promotional campaigns designed to not only raise awareness, but also to *inspire* people to become sportsmen themselves. TSF intends to provide information designed to educate and inform; as well as refute existing negative views toward the hunting and fishing community. Most importantly, however, The Sportsmen's Foundation will lead by example.

Education

The Sportsmen's Foundation seeks to educate the public about the benefits of ethical wildlife and habitat management. It has been said that knowledge is power—and in our opinion, this same truth applies to wildlife and environmental conservation. The Foundation will provide sponsorship programs and opportunities in higher education for conservation and outdoor related professions. Lastly, TSF must seek to educate our own industry enthusiasts—at all levels of involvement—from vendors, to participants, to their own families.

Communication

Lack of communication is what has caused many of today's problems in the conservation arena. Our goal is to establish a Global outdoor communication network through which our members, as well as the community as a whole, can freely exchange information and ideas.

Unification

An Irish philosopher once stated, "The only thing necessary for the triumph of evil is for good men to do nothing." And, while it is certainly not our intent to distinguish between good and evil, The Sportsmen's Foundation feels it is our responsibility to unite good people whenever possible, for the achievement of common goals.

5.4.2 Pricing Strategy

Our pricing strategy is unique in that we intend to aggressively solicit Honorary Members who will pay nothing for their participation in TSF. We expect to subsidize the average cost of \$3 per Honorary Member (covering postage, membership documents, promotional items, etc.) with revenue from other sources.

Our goal is to significantly raise awareness of the Foundation, its goals and mission through several public events, and breakthrough digital marketing techniques. We will capture the attention of those who express even a mild interest in the outdoors. With ongoing communications through our web site, we intend to raise the level of involvement and excitement for the outdoors of these Honorary Members with the targeted result of converting them to paying members.

Likewise, we expect to aggressively pursue all outdoors-related businesses for their participation and sponsorship of the organization by offering them a 3-year membership for \$999. Unlike most organizations, benefits will flow two ways with the participating companies receiving feedback from the Foundation on how best to market and sell to our constituency as well as the general public.

5.4.3 Promotion Strategy

Our promotion strategy is based on the implementation of many highly visible projects discussed in detail within Section 3 of this plan.

Sample Business Plan for a Non-Profit Organization

5.5 Fund Raising Strategy

Generally, our fund raising will be centered on the following:

- **Honorary Members:** We will aggressively enroll at no cost to them, whatsoever. Even though there is a support cost for every member we have, we believe this approach will quickly raise awareness of our organization along with its mission and goals, giving us the ability to up sale this group after a year to a paying membership, thus enhancing our influence as a leading non-profit organization.
- **Patron Membership:** This program's benefits are for the entire family and it is priced at \$99 for a three-year period.
- **Benefactor Membership:** This also includes the entire family and is priced at \$1,495 for the life of both spouses.
- **Business Membership:** This is targeted to those companies tied to the outdoor industry. One major difference and value-added feature offered by the Foundation is that our Business members will not only receive recognition for their support for the Foundation but we will provide them with specialized communications on how to better market and sell to our constituency and the general public.
- **Grants - Private and Non-Profit:** We believe the mission, goals and targeted milestones of the Foundation will help us garner financial support from private and other non-profit organizations to accelerate our success.
- **Grants - Government:** We intend to have a cadre of 80 grant writers and researchers working with TSF to find and apply for applicable grants from both state and federal pools.
- **Banquet/Auction, Sweepstakes and Affinity Sales:** The Sportsmen's Foundation will sponsor an annual banquet including live and silent auctions, as well as an online sweepstakes program. These events, along with affinity Sales, which will come from tee shirts, hats, etc., will generate contributions for the organization.

Sample Business Plan Resource

5.5.1 Funding Forecast

Our funding forecast assumes a high growth rate of Honorary members during the next three years as a result of planned activities, increased visibility gained from those activities and also from significant Internet exposure.

The Sportsmen's Foundation wants it to be an easy decision for families to get involved with the Foundation, which is why there is zero cost to become an Honorary member. Our expectation is to convert about 30% of the families into Patron members at \$99 for a three-year family membership once they see the benefits and results of the Foundation.

Business Memberships will be sold to those affiliated businesses that understand and benefit financially from the outdoor enthusiast.

In general, the direct cost to TSF for providing member benefits (mailings, decals, newsletters, promo pieces, etc.) is assumed to approximate 30% of the charge for the membership.

Grants are assumed to average \$10,000 and \$40,000 each for private and government grants, respectively. These are our best guesses at averages for business planning purposes. However, there is potential both could be significantly higher, which would allow the Foundation to greatly accelerate the impact of its Mission.

The Sweepstakes assumes 1,000 tickets at \$20 each are sold in FY1. These numbers are expected to grow to 5,000 and 20,000 over the next two years as a result of our greatly enhanced visibility. The cost to TSF will be about \$7 per ticket for mailing and printing costs.

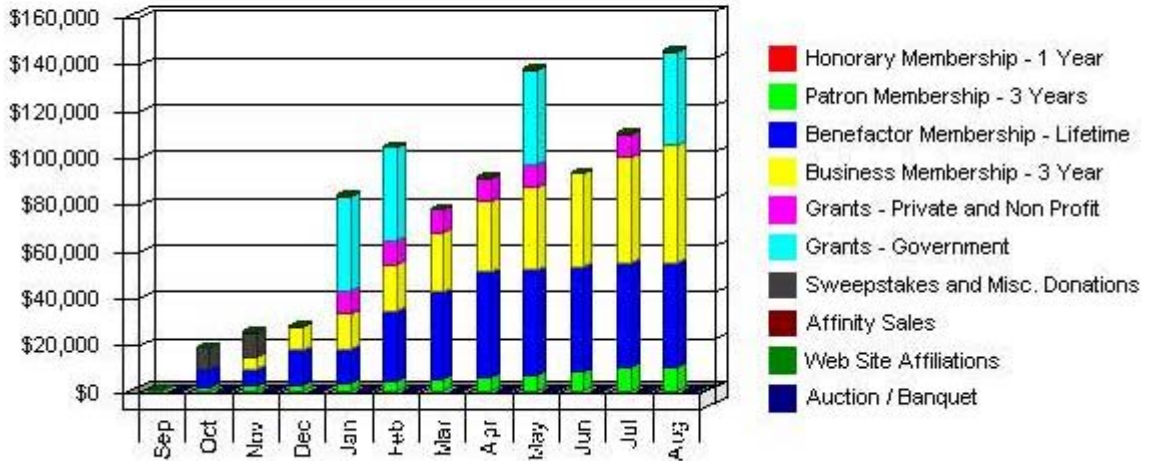
Affinity sales of tee shirts, hats, etc. are expected to average \$15 with a cost basis of about \$6.

Web hosting affiliations assumes we will earn a \$3.90 commission on a standard \$19.95 charge for web hosting services ordered through the Foundation.

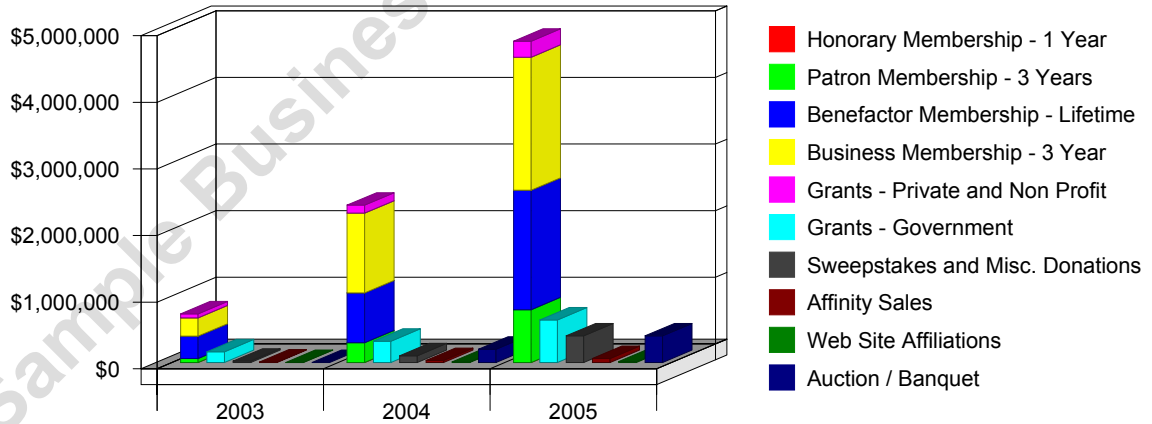
Table: Sales Forecast

Funding Forecast			
Units	2003	2004	2005
Honorary Membership - 1 Year	9,700	25,000	50,000
Patron Membership - 3 Years	600	3,000	8,000
Benefactor Membership – Lifetime	225	500	1,200
Business Membership - 3 Year	275	1,200	2,000
Grants - Private and Non Profit	6	12	24
Grants – Government	4	8	16
Sweepstakes and Misc. Donations	1,000	5,000	20,000
Affinity Sales	500	2,000	4,000
Web Site Affiliations	100	200	300
Auction / Banquet	0	1	1
Total Units	12,410	36,921	85,541
Unit Prices			
	2003	2004	2005
Honorary Membership - 1 Year	\$0.00	\$0.00	\$0.00
Patron Membership - 3 Years	\$99.00	\$99.00	\$99.00
Benefactor Membership – Lifetime	\$1,495.00	\$1,495.00	\$1,495.00
Business Membership - 3 Year	\$999.00	\$999.00	\$999.00
Grants - Private and Non Profit	\$10,000.00	\$10,000.00	\$10,000.00
Grants – Government	\$40,000.00	\$40,000.00	\$40,000.00
Sweepstakes and Misc. Donations	\$20.00	\$20.00	\$20.00
Affinity Sales	\$15.00	\$15.00	\$15.00
Web Site Affiliations	\$3.90	\$46.80	\$46.80
Auction / Banquet	\$0.00	\$200,000.00	\$400,000.00
Funding			
	2003	2004	2005
Honorary Membership - 1 Year	\$0	\$0	\$0
Patron Membership - 3 Years	\$59,400	\$297,000	\$792,000
Benefactor Membership – Lifetime	\$336,375	\$747,500	\$1,794,000
Business Membership - 3 Year	\$274,725	\$1,198,800	\$1,998,000
Grants - Private and Non Profit	\$60,000	\$120,000	\$240,000
Grants – Government	\$160,000	\$320,000	\$640,000
Sweepstakes and Misc. Donations	\$20,000	\$100,000	\$400,000
Affinity Sales	\$7,500	\$30,000	\$60,000
Web Site Affiliations	\$390	\$9,360	\$14,040
Auction / Banquet	\$0	\$200,000	\$400,000
Total Funding	\$918,390	\$3,022,660	\$6,338,040
Direct Unit Costs			
	2003	2004	2005
Honorary Membership - 1 Year	\$3.00	\$3.00	\$3.00
Patron Membership - 3 Years	\$35.00	\$35.00	\$35.00
Benefactor Membership – Lifetime	\$500.00	\$500.00	\$500.00
Business Membership - 3 Year	\$350.00	\$350.00	\$350.00
Grants - Private and Non Profit	\$0.00	\$0.00	\$0.00
Grants – Government	\$0.00	\$0.00	\$0.00
Sweepstakes and Misc. Donations	\$7.00	\$7.00	\$7.00
Affinity Sales	\$6.00	\$6.00	\$6.00
Web Site Affiliations	\$0.00	\$0.00	\$0.00
Auction / Banquet	\$0.00	\$50,000.00	\$100,000.00
Direct Cost of Funding			
	2003	2004	2005
Honorary Membership - 1 Year	\$29,100	\$75,000	\$150,000
Patron Membership - 3 Years	\$21,000	\$105,000	\$280,000
Benefactor Membership – Lifetime	\$112,500	\$250,000	\$600,000
Business Membership - 3 Year	\$96,250	\$420,000	\$700,000
Grants - Private and Non Profit	\$0	\$0	\$0
Grants – Government	\$0	\$0	\$0
Sweepstakes and Misc. Donations	\$7,000	\$35,000	\$140,000
Affinity Sales	\$3,000	\$12,000	\$24,000
Web Site Affiliations	\$0	\$0	\$0
Auction / Banquet	\$0	\$50,000	\$100,000
Subtotal Direct Cost of Funding	\$268,850	\$947,000	\$1,994,000

Funding Monthly



Funding by Year



5.5.2 Fundraising Programs

We will officially soft launch the Foundation on NH&F day, September. 28, 2002 with a sweepstakes program that will not only raise awareness for this special day, but will also raise funds for TSF while at the same time adding to the membership base.

In addition, we will roll out our greatly expanded web site, which will tremendously enhance our position and visibility - especially when tied to the simultaneous email campaign.

The Sportsmen's Foundation anticipates several FY1 programs, including:

- Working with about 80 grant writers on a contract basis to help us identify, and apply for, private and government grants for projects that are consistent with the mission of the Foundation.
- Our projects, such as the Bass Tank Outreach Program, will potentially be seen by hundreds of thousands, if not millions, of people. Our goal is that many of these participants will choose to become an Honorary member of TSF, with our secondary goal of converting about 30% of the families to paying Patron members.
- We expect by the end of FY1 to have 600 Patron members, 225 Benefactor members and 550 Business members enrolled in the Foundation.
- We expect to be awarded 10 grants from private and government organizations during FY1, totaling \$220,000.
- We assume we will move at least 1,000 sweepstakes tickets at \$20 each.

5.6 Strategic Alliances

Strategic alliances are one of the premiere strengths of the Foundation because one of our main missions is: "To more effectively initiate, organize and promote conservation and educational efforts that benefit wildlife, by promoting team alliances between outdoor sporting groups and conservation organizations."

We believe our focus on these types of team alliances between enthusiasts, conservationists, environmentalists and government agencies are unique and essential to accomplishing the shared goals of all parties.

5.7 Milestones

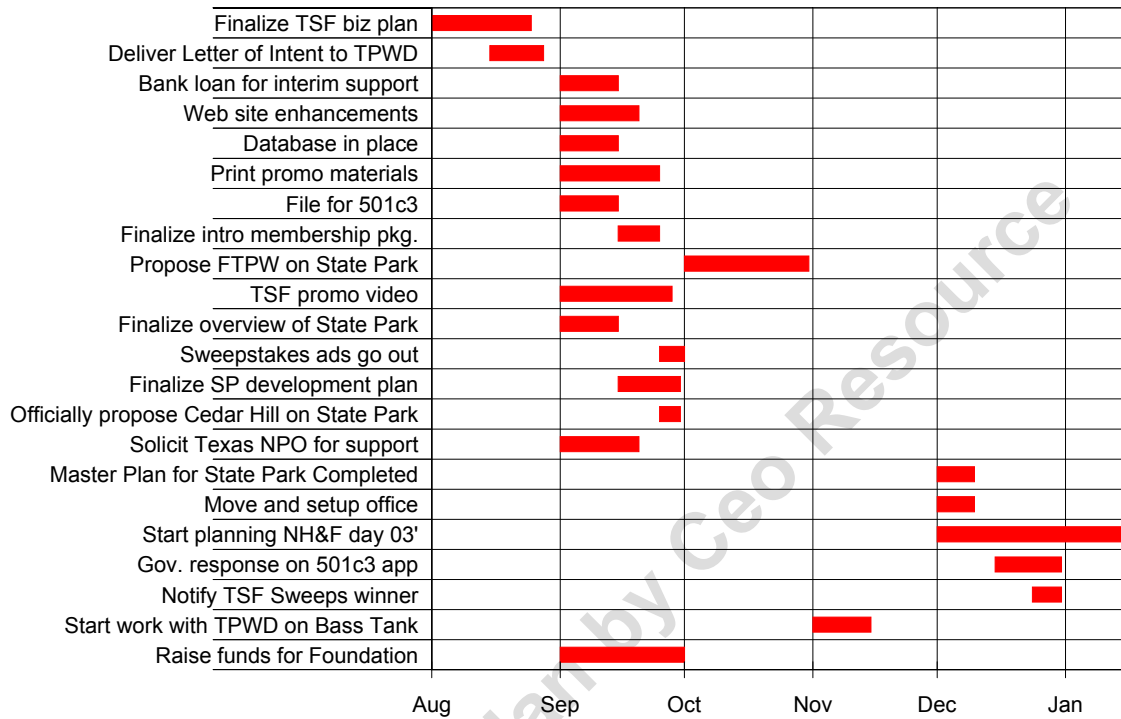
The accompanying table lists important program milestones, with dates, budgets, and managers in charge. The milestone schedule indicates our emphasis on planning for implementation.

What the table does not show is the commitment behind it. Our business plan includes complete provisions for plan vs. actual analysis, and we will be holding follow-up meetings every month to discuss the variances and course corrections.

Table: Milestones

Milestones Milestone	Start Date	End Date	Budget	Manager	Department
Finalize TSF biz plan	8/1/2002	8/25/2002	\$1,200	Ceo Resource	247365, Inc.
Deliver Letter of Intent to	8/15/2002	8/28/2002	\$0	Shane Johnson	TSF
Bank loan for interim support	9/1/2002	9/15/2002	\$0	Shane Johnson	TSF
Web site enhancements	9/1/2002	9/20/2002	\$8,000	Shane Johnson	TSF
Database in place	9/1/2002	9/15/2002	\$1,200	Shane Johnson	TSF
Print promo materials	9/1/2002	9/25/2002	\$2,500	Shane Johnson	TSF
File for 501c3	9/1/2002	9/15/2002	\$1,200	Shane Johnson	TSF
Finalize intro membership pkg.	9/15/2002	9/25/2002	\$0	Shane Johnson	TSF
Propose FTPW on State Park	10/1/2002	10/31/2002	\$0	Shane Johnson	TSF
TSF promo video	9/1/2002	9/28/2002	\$3,000	Shane Johnson	TSF
Finalize overview of State Park	9/1/2002	9/15/2002	\$0	Shane Johnson	TSF
Sweepstakes ads go out	9/25/2002	10/1/2002	\$0	Shane Johnson	TSF
Finalize SP development plan	9/15/2002	9/30/2002	\$0	Shane Johnson	TSF
Officially propose Cedar Hill on State Park	9/25/2002	9/30/2002	\$0	Shane Johnson	TSF
Solicit Texas NPO for support	9/1/2002	9/20/2002	\$0	Shane Johnson	TSF
Master Plan for State Park Completed	12/1/2002	12/10/2002	\$0	Shane Johnson	TSF
Move and setup office	12/1/2002	12/10/2002	\$0	Shane Johnson	TSF
Start planning NH&F day 03'	12/1/2002	1/15/2003	\$0	Shane Johnson	TSF
Gov. response on 501c3 app	12/15/2002	12/31/2002	\$0	Shane Johnson	TSF
Notify TSF Sweeps winner	12/24/2002	12/31/2002	\$0	Shane Johnson	TSF
Start work with TPWD on Bass Tank	11/1/2002	11/15/2002	\$0	Shane Johnson	TSF
Raise funds for Foundation	9/1/2002	10/1/2002	\$0	Shane Johnson	TSF
Totals			\$17,100		

Milestones



Sample Business Plan by Ceo Resource

6.0 Technology and Web Plan Summary

Today over 80% of people in the United States have access to the Internet and or a computer. However, less than 20% of Governmental agencies and Conservation groups involved with the outdoor industry address their particular markets through these means.

The Sportsmen's Foundation has found this trend has had a drastic effect on the maintenance of current outdoor enthusiasts, as well as the recruitment of new participants. Therefore, TSF will focus it's energy and message through the use of various electronic mediums where the results can be easily calculated, and are much more cost effective; thus allowing for a positive and more direct impact on the industry, and it enthusiasts as a whole.

The primary vehicle for electronic impact will be the Communication Network, with the front door being the Foundation's web site at www.sportsmensfoundation.org.

6.1 Technology and Website Marketing Strategy

Part of our web site marketing strategy will result in the creation of the most comprehensive database of information flowing through the largest communication network the outdoor industry has ever seen.

Other components of the network will consist of the following key existing mediums: television, radio, print, special events and email. The network will introduce several tools that have not yet been introduced to the general public, much less the outdoor industry. This will allow TSF to effectively reach the specified target audience and measure the results from a management standpoint. The new tools will provide entertainment for the entire family, and will educate as well as inform them about the opportunities right outside their own door. The communication network as a whole will allow us the ability to converse directly and more frequently to any member of the foundation at any given time, thus creating a relationship rather than an individual supporter of a cause who is typically thought of as just a number.

This communication network will also provide prospective enthusiasts the ability to easily search through thousands of technical references on various subjects, as well as on the benefits of ethical wildlife and habitat management at there own pace and convenience. Users will be able to take an inside look at some of the latest outdoor gear, gizmos, and gadgets offered by the most respected names in the industry. They will be able to visit prospective guides and outfitters by geographical region in any area of expertise.

6.2 Development Requirements

There will be at least three sites that are controlled by the Foundation.

- 1.The .com will be open to the public and will contain an information database of all the features and benefits of being an outdoor enthusiast. This site will be much like a "virtual encyclopedia" of the Great Outdoors. It will also have marketing features that will persuade the visitor to become a member of The Sportsmen's Foundation.
- 2.The .net will be a "Members only site" comprised of thousands of other sites all linked together. These sites will have at least one item in common: they will all feature products, services, and or information about the great outdoors. The site will also have virtual trade shows, auctions, and many other entertaining aspects where the visitor can and will spend hours visiting the site. Every member will also have a TSF address for branding purposes and to further ensure a successful communication process.
- 3.The .org is where prospective donors, alliance partners, and benefactors can access information about how the Foundation is progressing, obtain feedback from family members, and view updates on new Business Member involvement along with TSF benefits.

The electronic tools will consist of the following:

- Media rich emails including sound, animation, and video.
- Computer games with the ability to be emailed, creating residual advertising campaigns.

Our official publication will be video-oriented and available through either CD Rom or by videocassette. Eventually, members will be able to download the final version of the publication from a secure web site onto their hard drive or transfer it to a DVD for later use. *Imagine the positive impact that will be gained when over 80% of our membership views this feature-rich and dramatic publication opposed to the typical organizations' periodical, which has an actual readership of less than 20% of its own members.*

Funding, manpower, and time are the pacing items for implementation. The timeline for the Communication Network to be completed is estimated at 2 years with about \$2.6 million invested.

7.0 Management Summary

The initial management team will consist of a full-time President who will be working closely with an unpaid Board of Advisors, which will actively participate in milestone accomplishments on behalf of TSF.

7.1 Organizational Structure

The Foundation will have four divisions: Project Management, Membership, Fund Raising, and Operations. Initially, the President will have overall responsibility for the efforts and direction of all four divisions. TSF expects to develop a unique, active, and informed advisory board to help the organization implement more quickly the milestones required to complete the Foundation's mission.

- The Project Management Division will be tasked with actual implementation of projects, action items and milestones that are the mandate and mission of the Foundation.
- Under the Membership Division we expect to develop a core group of volunteers working with TSF to help accelerate and facilitate the mission of the Foundation.
- The Fund Raising Division will focus on grant application, benefactor solicitation and other revenue producing functions for the organization.
- The Operations Division will perform administrative duties and provide support to the management staff and TSF's volunteer network.

As the organization grows and funding levels can justify additional overhead, other management-level staff will be brought into the Foundation to head up these four divisions on a full-time basis.

7.2 Management Team

Shane Johnson, President

During the past 15 years, Mr. Johnson has owned and operated several businesses related to the outdoors industry, including a guide service/dog training business, booking agency and a managerial/consulting business, which managed and developed over 150,000 acres of wildlife habitat. Most recently, he has owned a consulting company specializing in marketing and advertising, promotions, and sales strategies with a focus on the use of digital technologies.

Mr. Johnson is also an accomplished seminar speaker who has been featured in numerous television shows and national outdoor publications. As President, he will utilize his diverse experiences to successfully accomplish the mission and

milestones of The Sportsmen's Foundation.

7.3 Management Team Gaps

As the organization grows and funding levels can justify additional overhead, other management-level staff will be brought into the Foundation to head up the Project Management, Membership, Fund Raising, and Operations Divisions.

Our planning budget for FY2 shows the addition of a Director of Project Management and FY3 shows the addition of an Operations Manager.

7.4 Personnel Plan

The following table summarizes our personnel expenditures (President and others) for the first three years, with total compensation for all paid staff increasing from about \$85K the first year to about \$190K in the third year.

We believe this plan is a good compromise between fairness and expedience, which is required to meet the commitment of our mission statement and milestones. The detailed monthly personnel plan for the first year is included in the appendices.

Table: Personnel

Personnel Plan	2003	2004	2005
President	\$80,000	\$100,000	\$120,000
Staff	\$5,000	\$40,000	\$70,000
Other	\$0	\$0	\$0
Total People	1.5	3	4
Total Payroll	\$85,000	\$140,000	\$190,000

8.0 Financial Plan

TSF will finance growth through cash flow generated primarily from membership and private/government grants that will aid us in accomplishing the mission of the Foundation

The most important factor in our case is attention to the details of the plan and timely completion of our targeted milestones. This will allow us to effectively grow membership and compete for applicable grant funding.

We are also assuming an initial cash infusion to the Foundation of approximately \$100,000 to fund first year operating deficit levels until membership growth of both Patron and Business members generates sufficient revenue to cover fixed operating costs.

8.1 Important Assumptions

The financial plan depends on important assumptions, most of which are shown in the following table. The key underlying assumptions are:

- We assume a slow-growth economy, without major recession.
- We assume, of course, that there are no unforeseen changes in federal and state grant funding availability.
- We assume a continued interest in outdoor sports activities.
- We assume no general ban on hunting and or fishing.

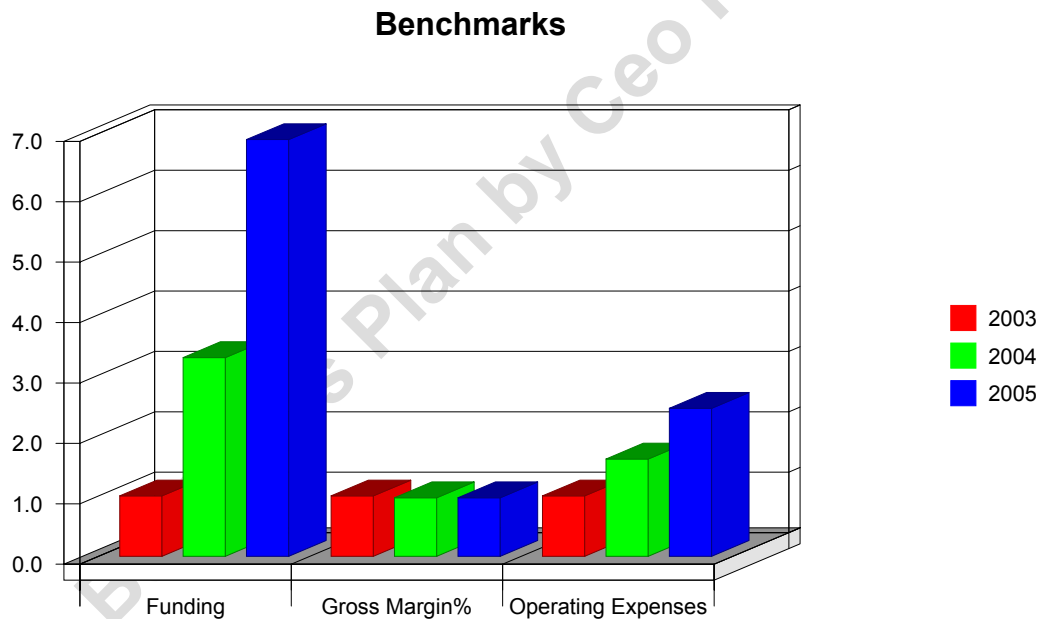
Table: General Assumptions

General Assumptions	2003	2004	2005
Plan Month	1	2	3
Current Interest Rate	0.00%	0.00%	0.00%
Long-term Interest Rate	0.00%	0.00%	0.00%
Tax Rate	0.00%	0.00%	0.00%
Other	0.00%	0.00%	0.00%
Calculated Totals			
Payroll Expense	\$85,000	\$140,000	\$190,000
New Accounts Payable	\$592,556	\$1,447,100	\$2,694,220

8.2 Key Financial Indicators

The following benchmark chart indicates our key financial indicators for the first three years. We foresee major growth in our membership and demand for our projects/programs, consequently increasing our operating expenses. Participant fees, both individual and business memberships, will cover much, but not all of this.

We anticipate increased corporate donations and grant awards, though we will have to assertively pursue them both. We expect these grants and donations to allow the Foundation to fund projects that will help us meet the organization's mission and milestone goals.



8.3 Break-even Analysis

Our break-even analysis is based on the ongoing overhead costs TSF will incur to keep the doors open. Fixed costs including the office lease, payroll, utilities, and marketing costs are an estimated \$23,000, which do not include project-related costs.

The following break-even analysis assumes an average of \$99 for a 3 year Patron Membership of the Foundation. The result of this analysis offers general insight regarding the number of average participants we must have involved in the program each month. In this case, we need about 350 new Patron members joining each month to completely cover our fixed, non-project costs.

Since the Business Membership is 10 times the Patron Membership fee, break-even occurs with a tenth of the average new memberships per month that are shown in the chart. In this case, we would only need about 120 new Business members each month to completely cover our fixed, non-project costs.

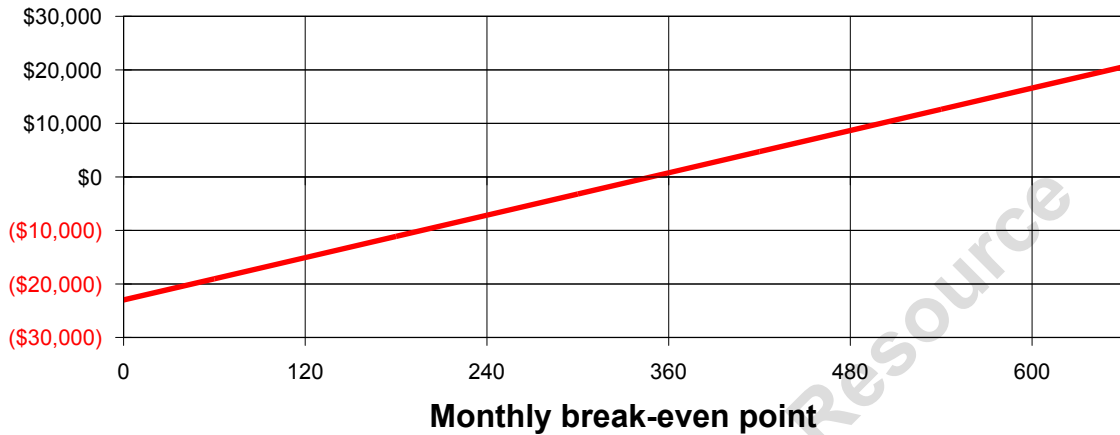
The reality of the organization is that we will have a blend of both Patron and Business Memberships to provide us with the funding to cover overhead and to implement the various projects and programs effectively.

Table: Break-even Analysis

Break-even Analysis:	
Monthly Units Break-even	348
Monthly Revenue Break-even	\$34,500
Assumptions:	
Average Per-Unit Revenue	\$99.00
Average Per-Unit Variable Cost	\$33.00
Estimated Monthly Fixed Cost	\$23,000

Sample Business Plan for Ceo Resource

Break-even Analysis



Break-even point = where line intersects with 0

8.4 Surplus or Deficit

The Sportsmen's Foundation's projected surplus or deficit is shown on the following table, with revenue increasing from over \$900K the first year to over \$6 million in the third. Surplus may be applied to projects related to the Foundation's mission, marketing activities to grow membership, grant applications or held for contingencies.

Some of the underlying assumptions for the following table include:

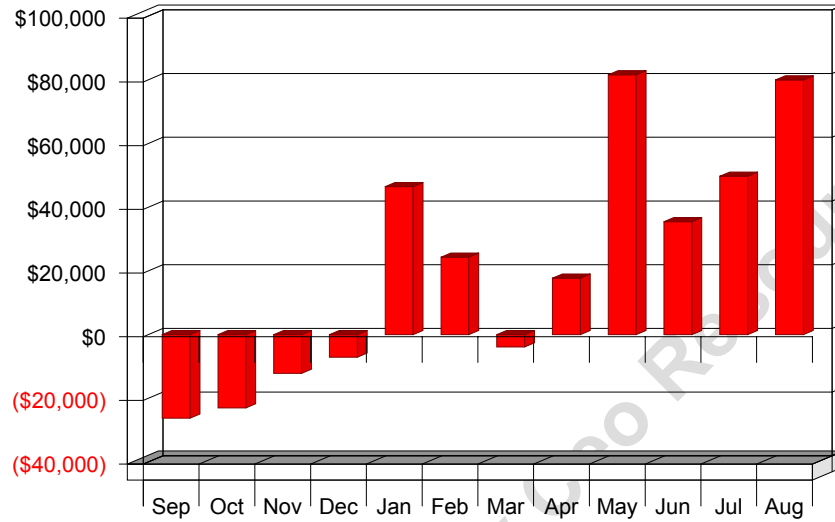
- Mileage is assumed to average 2,000 miles a month at 30 cents a mile during FY1
- Three trade shows are assumed for FY1
- Merchant fees cover costs associated with taking credit card memberships.
- Even though the expected purchase price of computer hardware and software is shown, the goal of TSF is to have this equipment donated.
- Significant web hosting development costs are expected in order to achieve the technology implementation discussed in Section 6 of this Plan.
- 247365, Inc. will handle all ad agency, public relations, marketing and web development for the Foundation.
- Ceo Resource will provide on going senior-level management consulting to the organization providing support for the President and staff.
- Grant solicitation and copy writing will be handled on a contract basis.

The detailed monthly projections are included in the appendices.

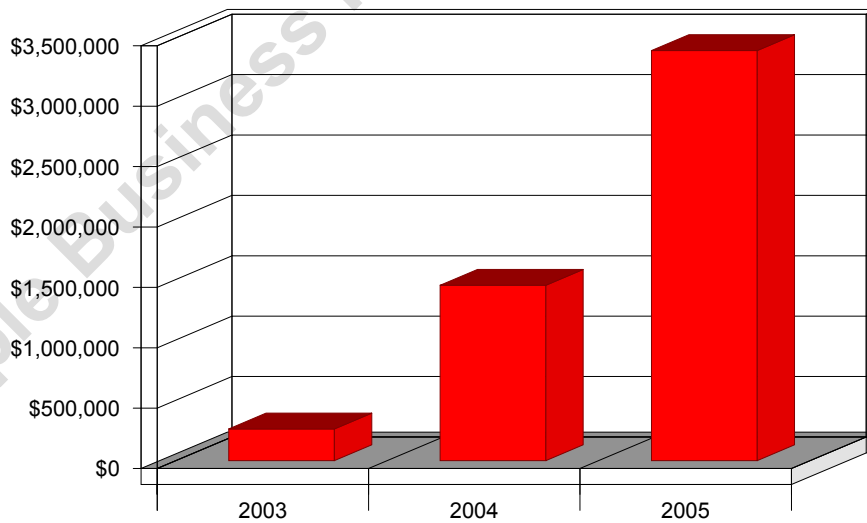
Table: Profit and Loss

Surplus and Deficit	2003	2004	2005
Funding	\$918,390	\$3,022,660	\$6,338,040
Direct Cost	\$268,850	\$947,000	\$1,994,000
Other Production Expenses	\$0	\$0	\$0
	-----	-----	-----
Total Direct Cost	\$268,850	\$947,000	\$1,994,000
Gross Margin	\$649,540	\$2,075,660	\$4,344,040
Gross Margin %	70.73%	68.67%	68.54%
Expenses:			
Payroll	\$85,000	\$140,000	\$190,000
Sales and Marketing and Other Expenses	\$0	\$0	\$0
Depreciation	\$0	\$0	\$0
Project Related Costs - Bass Tank	\$80,000	\$0	\$0
Project Related Costs - Project 2	\$0	\$0	\$0
Project Related Costs - Project 3	\$0	\$0	\$0
Advertising/Promotion	\$6,000	\$10,000	\$15,000
Promotional Items	\$12,000	\$24,000	\$30,000
Conventions, Conferences, Meals and Meetings	\$3,600	\$7,500	\$12,000
Trade Shows	\$9,000	\$15,000	\$20,000
Mileage	\$7,200	\$15,000	\$20,000
Travel	\$7,800	\$18,000	\$30,000
Legal Fees	\$4,800	\$10,000	\$15,000
Accounting Fees	\$1,500	\$3,000	\$5,000
Bank Fees	\$240	\$500	\$1,000
Merchant Fees	\$2,400	\$3,000	\$5,000
Telephone and Long Distance	\$4,800	\$10,000	\$20,000
Internet Access	\$1,200	\$3,600	\$7,200
Web Hosting	\$1,200	\$2,400	\$6,000
Web Site Development	\$8,000	\$50,000	\$50,000
Computer Hardware and Software	\$2,400	\$22,000	\$30,000
Leased Equipment	\$1,200	\$2,500	\$3,500
Office Supplies	\$2,400	\$5,000	\$8,000
Printing Costs	\$18,000	\$36,000	\$45,000
Postage and Shipping	\$15,000	\$26,000	\$35,000
Professional Fund Raising	\$0	\$0	\$0
Lobbying Costs	\$0	\$0	\$0
Miscellaneous	\$6,000	\$12,000	\$15,000
Utilities	\$1,200	\$2,400	\$3,600
Insurance	\$3,000	\$5,000	\$9,000
Rent	\$6,000	\$10,000	\$15,000
Payroll Taxes	\$12,750	\$21,000	\$28,500
247365, Inc. / Marketing and Public Relations	\$48,000	\$100,000	\$200,000
Ceo Resource / Management Consulting	\$24,000	\$50,000	\$100,000
Grant / Copywriting Consultants	\$12,000	\$20,000	\$30,000
Other	\$0	\$0	\$0
	-----	-----	-----
Total Operating Expenses	\$386,690	\$623,900	\$948,800
Surplus Before Interest and Taxes	\$262,850	\$1,451,760	\$3,395,240
Interest Expense	\$0	\$0	\$0
Taxes Incurred	\$0	\$0	\$0
Net Surplus	\$262,850	\$1,451,760	\$3,395,240
Net Surplus/Sales	28.62%	48.03%	53.57%

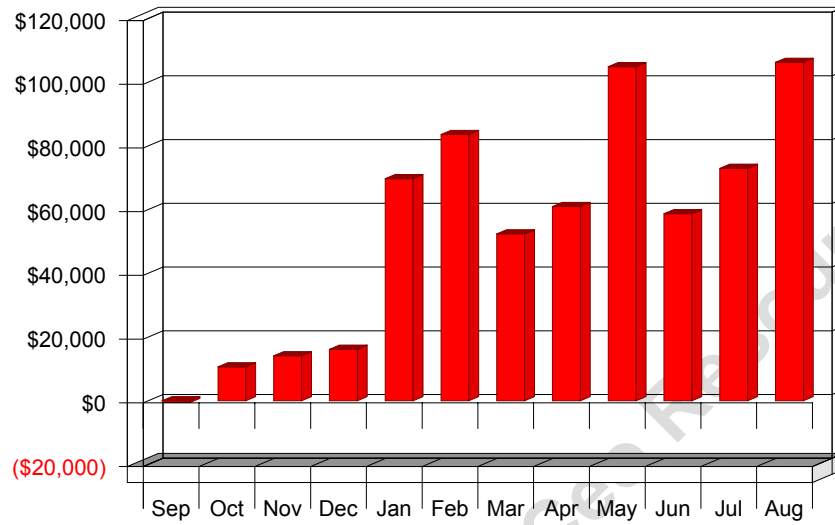
Surplus Monthly (Planned)



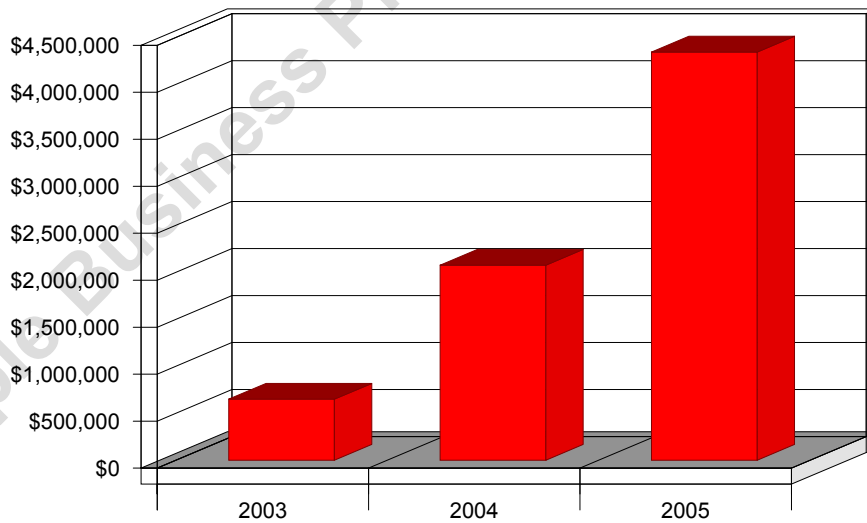
Surplus Yearly



Gross Margin Monthly



Gross Margin Yearly



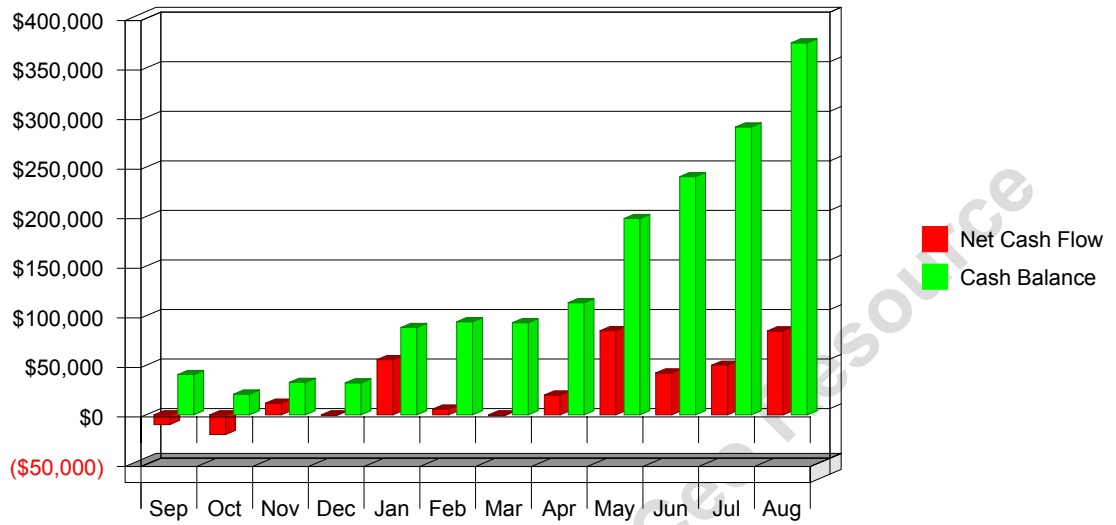
8.5 Projected Cash Flow

Cash flow projections are critical to the Foundation's success. The monthly cash flow is shown in the illustration, with one bar representing the cash flow per month, and the other representing the monthly cash balance. Annual cash flow figures are included here and the more important detailed monthly numbers are included in the appendices.

Table: Cash Flow

Pro Forma Cash Flow	2003	2004	2005
Cash Received			
Cash from Operations:			
Cash Funding	\$918,390	\$3,022,660	\$6,338,040
Cash from Receivables	\$0	\$0	\$0
Subtotal Cash from Operations	\$918,390	\$3,022,660	\$6,338,040
Additional Cash Received			
Non Operating (Other) Income	\$0	\$0	\$0
Sales Tax, VAT, HST/GST Received	\$0	\$0	\$0
New Current Borrowing	\$0	\$0	\$0
New Other Liabilities (interest-free)	\$0	\$0	\$0
New Long-term Liabilities	\$0	\$0	\$0
Sales of Other Current Assets	\$0	\$0	\$0
Sales of Long-term Assets	\$0	\$0	\$0
New Investment Received	\$0	\$0	\$0
Subtotal Cash Received	\$918,390	\$3,022,660	\$6,338,040
Expenditures			
Expenditures from Operations:			
Cash Spending	\$62,984	\$123,800	\$248,580
Payment of Accounts Payable	\$530,616	\$1,387,292	\$2,571,509
Subtotal Spent on Operations	\$593,600	\$1,511,092	\$2,820,089
Additional Cash Spent			
Non Operating (Other) Expense	\$0	\$0	\$0
Sales Tax, VAT, HST/GST Paid Out	\$0	\$0	\$0
Principal Repayment of Current Borrowing	\$0	\$0	\$0
Other Liabilities Principal Repayment	\$0	\$0	\$0
Long-term Liabilities Principal Repayment	\$0	\$0	\$0
Purchase Other Current Assets	\$0	\$0	\$0
Purchase Long-term Assets	\$0	\$0	\$0
Dividends	\$0	\$0	\$0
Subtotal Cash Spent	\$593,600	\$1,511,092	\$2,820,089
Net Cash Flow	\$324,790	\$1,511,568	\$3,517,951
Cash Balance	\$375,266	\$1,886,833	\$5,404,784

Cash



Sample Business Plan by Ceo Resource

8.6 Projected Balance Sheet

The balance sheet in the following table shows managed but sufficient growth of net worth, and a vigorous healthy financial position. The monthly estimates are included in the appendices.

Table: Balance Sheet

Pro Forma Balance Sheet

Assets			
Current Assets	2003	2004	2005
Cash	\$375,266	\$1,886,833	\$5,404,784
Other Current Assets	\$0	\$0	\$0
Total Current Assets	\$375,266	\$1,886,833	\$5,404,784
Long-term Assets			
Long-term Assets	\$5,200	\$5,200	\$5,200
Accumulated Depreciation	\$0	\$0	\$0
Total Long-term Assets	\$5,200	\$5,200	\$5,200
Total Assets	\$380,466	\$1,892,033	\$5,409,984
Liabilities and Capital			
	2003	2004	2005
Accounts Payable	\$61,940	\$121,747	\$244,458
Current Borrowing	\$10,000	\$10,000	\$10,000
Other Current Liabilities	\$0	\$0	\$0
Subtotal Current Liabilities	\$71,940	\$131,747	\$254,458
Long-term Liabilities	\$0	\$0	\$0
Total Liabilities	\$71,940	\$131,747	\$254,458
Paid-in Capital	\$100,000	\$100,000	\$100,000
Accumulated Surplus/Deficit	(\$54,324)	\$208,526	\$1,660,286
Surplus/Deficit	\$262,850	\$1,451,760	\$3,395,240
Total Capital	\$308,526	\$1,760,286	\$5,155,526
Total Liabilities and Capital	\$380,466	\$1,892,033	\$5,409,984
Net Worth	\$308,526	\$1,760,286	\$5,155,526

8.7 Standard Ratios

Standard business ratios are included in the table. The ratios show a plan for balanced, healthy operations.

Table: Ratios

Ratio Analysis	2003	2004	2005	Industry Profile
Funding Growth	0.00%	229.13%	109.68%	0.00%
Percent of Total Assets				
Accounts Receivable	0.00%	0.00%	0.00%	0.00%
Inventory	0.00%	0.00%	0.00%	0.00%
Other Current Assets	0.00%	0.00%	0.00%	100.00%
Total Current Assets	98.63%	99.73%	99.90%	100.00%
Long-term Assets	1.37%	0.27%	0.10%	0.00%
Total Assets	100.00%	100.00%	100.00%	100.00%
Current Liabilities	0.00%	0.00%	0.00%	0.00%
Long-term Liabilities	0.00%	0.00%	0.00%	0.00%
Total Liabilities	0.00%	0.00%	0.00%	0.00%
Net Worth	100.00%	100.00%	100.00%	100.00%
Percent of Sales				
Funding	100.00%	100.00%	100.00%	100.00%
Gross Margin	70.73%	68.67%	68.54%	0.00%
Selling, General & Administrative Expenses	30.39%	17.84%	13.68%	0.00%
Advertising Expenses	6.71%	0.00%	0.00%	0.00%
Profit Before Interest and Taxes	28.62%	48.03%	53.57%	0.00%
Main Ratios				
Current	5.22	14.32	21.24	0.00
Quick	5.22	14.32	21.24	0.00
Total Debt to Total Assets	18.91%	6.96%	4.70%	0.00%
Pre-tax Return on Net Worth	85.20%	82.47%	65.86%	0.00%
Pre-tax Return on Assets	69.09%	76.73%	62.76%	0.00%
Business Vitality Profile				
	2002	2003	2004	Industry
Sales per Employee	\$612,260	\$1,209,064	\$1,810,869	\$0
Survival Rate				0.00%
Additional Ratios				
	2003	2004	2005	
Net Surplus Margin	28.62%	48.03%	53.57%	n.a
Return on Equity	85.20%	82.47%	65.86%	n.a
Activity Ratios				
Accounts Receivable Turnover	0.00	0.00	0.00	n.a
Collection Days	0	0	0	n.a
Inventory Turnover	0.00	0.00	0.00	n.a
Accounts Payable Turnover	9.57	11.89	11.02	n.a
Payment Days	26	278	298	
Total Asset Turnover	2.41	1.60	1.17	n.a
Debt Ratios				
Debt to Net Worth	0.23	0.07	0.05	n.a
Current Liab. to Liab.	1.00	1.00	1.00	n.a
Liquidity Ratios				
Net Working Capital	\$303,326	\$1,755,086	\$5,150,326	n.a
Interest Coverage	0.00	0.00	0.00	n.a
Additional Ratios				
Assets to Funding	0.41	0.63	0.85	n.a
Current Debt/Total Assets	19%	7%	5%	n.a
Acid Test	5.22	14.32	21.24	n.a
Funding/Net Worth	2.98	1.72	1.23	n.a
Dividend Payout	0.00	0.00	0.00	n.a

Sample Comprehensive Business Plan for a Non-Profit Organization. Presented With Expressed Approval of Client

Appendix Table: Sales Forecast

Funding Forecast												
Units	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
Honorary Membership - 1 Year	400	600	800	800	800	800	800	900	900	900	1,000	1,000
Patron Membership - 3 Years	10	15	20	25	30	40	50	60	70	80	100	100
Benefactor Membership - Lifetime	0	5	5	10	10	20	25	30	30	30	30	30
Business Membership - 3 Year	0	0	5	10	15	20	25	30	35	40	45	50
Grants - Private and Non Profit	0	0	0	0	1	1	1	1	1	0	1	0
Grants - Government	0	0	0	0	1	1	0	0	1	0	0	1
Sweepstakes and Misc. Donations	0	500	500	0	0	0	0	0	0	0	0	0
Affinity Sales	0	0	50	50	50	50	50	50	50	50	50	50
Web Site Affiliations	0	0	10	10	10	10	10	10	10	10	10	10
Auction / Banquet	0	0	0	0	0	0	0	0	0	0	0	0
Total Units	410	1,120	1,390	905	917	942	961	1,081	1,097	1,110	1,236	1,241
Unit Prices												
	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
Honorary Membership - 1 Year	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Patron Membership - 3 Years	\$99.00	\$99.00	\$99.00	\$99.00	\$99.00	\$99.00	\$99.00	\$99.00	\$99.00	\$99.00	\$99.00	\$99.00
Benefactor Membership - Lifetime	\$1,495.00	\$1,495.00	\$1,495.00	\$1,495.00	\$1,495.00	\$1,495.00	\$1,495.00	\$1,495.00	\$1,495.00	\$1,495.00	\$1,495.00	\$1,495.00
Business Membership - 3 Year	\$999.00	\$999.00	\$999.00	\$999.00	\$999.00	\$999.00	\$999.00	\$999.00	\$999.00	\$999.00	\$999.00	\$999.00
Grants - Private and Non Profit	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00
Grants - Government	\$40,000.00	\$40,000.00	\$40,000.00	\$40,000.00	\$40,000.00	\$40,000.00	\$40,000.00	\$40,000.00	\$40,000.00	\$40,000.00	\$40,000.00	\$40,000.00
Sweepstakes and Misc. Donations	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00
Affinity Sales	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00
Web Site Affiliations	\$3.90	\$3.90	\$3.90	\$3.90	\$3.90	\$3.90	\$3.90	\$3.90	\$3.90	\$3.90	\$3.90	\$3.90
Auction / Banquet	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00
Funding												
	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
Honorary Membership - 1 Year	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Patron Membership - 3 Years	\$990	\$1,485	\$1,980	\$2,475	\$2,970	\$3,960	\$4,950	\$5,940	\$6,930	\$7,920	\$9,900	\$9,900
Benefactor Membership - Lifetime	\$0	\$7,475	\$7,475	\$14,950	\$14,950	\$29,900	\$37,375	\$44,850	\$44,850	\$44,850	\$44,850	\$44,850
Business Membership - 3 Year	\$0	\$0	\$4,995	\$9,990	\$14,985	\$19,980	\$24,975	\$29,970	\$34,965	\$39,960	\$44,955	\$49,950
Grants - Private and Non Profit	\$0	\$0	\$0	\$0	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$0	\$10,000	\$0
Grants - Government	\$0	\$0	\$0	\$0	\$40,000	\$40,000	\$0	\$0	\$40,000	\$0	\$0	\$40,000
Sweepstakes and Misc. Donations	\$0	\$10,000	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Affinity Sales	\$0	\$0	\$750	\$750	\$750	\$750	\$750	\$750	\$750	\$750	\$750	\$750
Web Site Affiliations	\$0	\$0	\$39	\$39	\$39	\$39	\$39	\$39	\$39	\$39	\$39	\$39
Auction / Banquet	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Funding	\$990	\$18,960	\$25,239	\$28,204	\$83,694	\$104,629	\$78,089	\$91,549	\$137,534	\$93,519	\$110,494	\$145,489
Direct Unit Costs												
	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
Honorary Membership - 1 Year	\$3.00	\$3.00	\$3.00	\$3.00	\$3.00	\$3.00	\$3.00	\$3.00	\$3.00	\$3.00	\$3.00	\$3.00
Patron Membership - 3 Years	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00
Benefactor Membership - Lifetime	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00
Business Membership - 3 Year	\$350.00	\$350.00	\$350.00	\$350.00	\$350.00	\$350.00	\$350.00	\$350.00	\$350.00	\$350.00	\$350.00	\$350.00
Grants - Private and Non Profit	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Grants - Government	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Sweepstakes and Misc. Donations	\$7.00	\$7.00	\$7.00	\$7.00	\$7.00	\$7.00	\$7.00	\$7.00	\$7.00	\$7.00	\$7.00	\$7.00
Affinity Sales	\$6.00	\$6.00	\$6.00	\$6.00	\$6.00	\$6.00	\$6.00	\$6.00	\$6.00	\$6.00	\$6.00	\$6.00
Web Site Affiliations	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Auction / Banquet	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Direct Cost of Funding												
	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
Honorary Membership - 1 Year	\$1,200	\$1,800	\$2,400	\$2,400	\$2,400	\$2,400	\$2,400	\$2,700	\$2,700	\$2,700	\$3,000	\$3,000

Sample Comprehensive Business Plan for a Non-Profit Organization. Presented With Expressed Approval of Client

Patron Membership - 3 Years	\$350	\$525	\$700	\$875	\$1,050	\$1,400	\$1,750	\$2,100	\$2,450	\$2,800	\$3,500	\$3,500
Benefactor Membership - Lifetime	\$0	\$2,500	\$2,500	\$5,000	\$5,000	\$10,000	\$12,500	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Business Membership - 3 Year	\$0	\$0	\$1,750	\$3,500	\$5,250	\$7,000	\$8,750	\$10,500	\$12,250	\$14,000	\$15,750	\$17,500
Grants - Private and Non Profit	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants - Government	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sweepstakes and Misc. Donations	\$0	\$3,500	\$3,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Affinity Sales	\$0	\$0	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300
Web Site Affiliations	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Auction / Banquet	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal Direct Cost of Funding	\$1,550	\$8,325	\$11,150	\$12,075	\$14,000	\$21,100	\$25,700	\$30,600	\$32,700	\$34,800	\$37,550	\$39,300

Sample Comprehensive Business Plan for a Non-Profit Organization. Presented With Expressed Approval of Client

Appendix Table: Personnel

Personnel Plan	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
President	\$6,667	\$6,667	\$6,667	\$6,667	\$6,667	\$6,667	\$6,667	\$6,667	\$6,666	\$6,666	\$6,666	\$6,666
Staff	\$0	\$0	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500
Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total People	1	1	1	1	1	1	1	1.5	1.5	1.5	1.5	1.5
Total Payroll	\$6,667	\$6,667	\$7,167	\$7,167	\$7,167	\$7,167	\$7,167	\$7,167	\$7,166	\$7,166	\$7,166	\$7,166

Sample Comprehensive Business Plan for a Non-Profit Organization. Presented With Expressed Approval of Client

Appendix Table: General Assumptions

General Assumptions	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
Plan Month	1	2	3	4	5	6	7	8	9	10	11	12
Current Interest Rate	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Long-term Interest Rate	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Tax Rate	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Other	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Calculated Totals												
Payroll Expense	\$6,667	\$6,667	\$7,167	\$7,167	\$7,167	\$7,167	\$7,167	\$7,167	\$7,166	\$7,166	\$7,166	\$7,166
New Accounts Payable	\$25,318	\$39,715	\$32,358	\$29,515	\$30,373	\$75,588	\$76,853	\$68,488	\$50,201	\$51,516	\$54,216	\$58,416

Sample Comprehensive Business Plan for a Non-Profit Organization. Presented With Expressed Approval of Client

Appendix Table: Profit and Loss

Surplus and Deficit	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
Funding	\$990	\$18,960	\$25,239	\$28,204	\$83,694	\$104,629	\$78,089	\$91,549	\$137,534	\$93,519	\$110,494	\$145,489
Direct Cost	\$1,550	\$8,325	\$11,150	\$12,075	\$14,000	\$21,100	\$25,700	\$30,600	\$32,700	\$34,800	\$37,550	\$39,300
Other Production Expenses	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Direct Cost	\$1,550	\$8,325	\$11,150	\$12,075	\$14,000	\$21,100	\$25,700	\$30,600	\$32,700	\$34,800	\$37,550	\$39,300
Gross Margin	(\$560)	\$10,635	\$14,089	\$16,129	\$69,694	\$83,529	\$52,389	\$60,949	\$104,834	\$58,719	\$72,944	\$106,189
Gross Margin %	-56.57%	56.09%	55.82%	57.19%	83.27%	79.83%	67.09%	66.58%	76.22%	62.79%	66.02%	72.99%
Expenses:												
Payroll	\$6,667	\$6,667	\$7,167	\$7,167	\$7,167	\$7,167	\$7,167	\$7,167	\$7,166	\$7,166	\$7,166	\$7,166
Sales and Marketing and Other Expenses	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Depreciation	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Project Related Costs - Bass Tank	\$0	\$0	\$0	\$0	\$0	\$30,000	\$30,000	\$20,000	\$0	\$0	\$0	\$0
Project Related Costs - Project 2	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Project Related Costs - Project 3	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Advertising/Promotion	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500
Promotional Items	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
Conventions, Conferences, Meals and Meetings	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300
Trade Shows	\$0	\$3,000	\$0	\$0	\$0	\$3,000	\$0	\$0	\$0	\$0	\$0	\$3,000
Mileage	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600
Travel	\$650	\$650	\$650	\$650	\$650	\$650	\$650	\$650	\$650	\$650	\$650	\$650
Legal Fees	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400
Accounting Fees	\$125	\$125	\$125	\$125	\$125	\$125	\$125	\$125	\$125	\$125	\$125	\$125
Bank Fees	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20
Merchant Fees	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200
Telephone and Long Distance	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400
Internet Access	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100
Web Hosting	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100
Web Site Development	\$3,000	\$5,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Computer Hardware and Software	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200
Leased Equipment	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100
Office Supplies	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200
Printing Costs	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
Postage and Shipping	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250
Professional Fund Raising	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lobbying Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500
Utilities	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100
Insurance	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250
Rent	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500
Payroll Taxes	\$1,000	\$1,000	\$1,075	\$1,075	\$1,075	\$1,075	\$1,075	\$1,075	\$1,075	\$1,075	\$1,075	\$1,075
247365, Inc. / Marketing and Public Relations	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000
Ceo Resource / Management Consulting	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
Grant / Copywriting Consultants	\$0	\$3,000	\$3,000	\$0	\$0	\$3,000	\$3,000	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Operating Expenses	\$25,662	\$33,662	\$26,237	\$23,237	\$23,237	\$59,237	\$56,237	\$43,237	\$23,236	\$23,236	\$23,236	\$26,236
Surplus Before Interest and Taxes	(\$26,222)	(\$23,027)	(\$12,148)	(\$7,108)	\$46,457	\$24,292	(\$3,848)	\$17,712	\$81,598	\$35,483	\$49,708	\$79,953
Interest Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Taxes Incurred	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net Surplus	(\$26,222)	(\$23,027)	(\$12,148)	(\$7,108)	\$46,457	\$24,292	(\$3,848)	\$17,712	\$81,598	\$35,483	\$49,708	\$79,953
Net Surplus/Sales	-2648.69%	-121.45%	-48.13%	-25.20%	55.51%	23.22%	-4.93%	19.35%	59.33%	37.94%	44.99%	54.95%

Sample Comprehensive Business Plan for a Non-Profit Organization. Presented With Expressed Approval of Client

Appendix Table: Cash Flow

Pro Forma Cash Flow	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
Cash Received												
Cash from Operations:												
Cash Funding	\$990	\$18,960	\$25,239	\$28,204	\$83,694	\$104,629	\$78,089	\$91,549	\$137,534	\$93,519	\$110,494	\$145,489
Cash from Receivables	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal Cash from Operations	\$990	\$18,960	\$25,239	\$28,204	\$83,694	\$104,629	\$78,089	\$91,549	\$137,534	\$93,519	\$110,494	\$145,489
Additional Cash Received												
Non Operating (Other) Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sales Tax, VAT, HST/GST Received	0.00%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
New Current Borrowing	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
New Other Liabilities (interest-free)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
New Long-term Liabilities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sales of Other Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sales of Long-term Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
New Investment Received	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal Cash Received	\$990	\$18,960	\$25,239	\$28,204	\$83,694	\$104,629	\$78,089	\$91,549	\$137,534	\$93,519	\$110,494	\$145,489
Expenditures												
Expenditures from Operations:												
Cash Spending	\$1,895	\$2,272	\$5,030	\$5,797	\$6,865	\$4,750	\$5,085	\$5,350	\$5,735	\$6,520	\$6,570	\$7,120
Payment of Accounts Payable	\$8,835	\$36,431	\$8,367	\$22,838	\$21,085	\$93,988	\$73,938	\$66,182	\$46,852	\$44,687	\$53,781	\$53,631
Subtotal Spent on Operations	\$10,730	\$38,703	\$13,397	\$28,635	\$27,950	\$98,738	\$79,023	\$71,532	\$52,586	\$51,206	\$60,351	\$60,751
Additional Cash Spent												
Non Operating (Other) Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sales Tax, VAT, HST/GST Paid Out	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Principal Repayment of Current Borrowing	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Liabilities Principal Repayment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Long-term Liabilities Principal Repayment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase Other Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase Long-term Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Dividends	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal Cash Spent	\$10,730	\$38,703	\$13,397	\$28,635	\$27,950	\$98,738	\$79,023	\$71,532	\$52,586	\$51,206	\$60,351	\$60,751
Net Cash Flow	(\$9,740)	(\$19,743)	\$11,842	(\$431)	\$55,744	\$5,891	(\$934)	\$20,017	\$84,948	\$42,313	\$50,143	\$84,738
Cash Balance	\$40,736	\$20,993	\$32,836	\$32,405	\$88,149	\$94,040	\$93,107	\$113,124	\$198,072	\$240,384	\$290,528	\$375,266

Sample Comprehensive Business Plan for a Non-Profit Organization. Presented With Expressed Approval of Client

Appendix Table: Balance Sheet

Pro Forma Balance Sheet

Assets	Starting Balances	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
Current Assets													
Cash	\$50,476	\$40,736	\$20,993	\$32,836	\$32,405	\$88,149	\$94,040	\$93,107	\$113,124	\$198,072	\$240,384	\$290,528	\$375,266
Other Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Current Assets	\$50,476	\$40,736	\$20,993	\$32,836	\$32,405	\$88,149	\$94,040	\$93,107	\$113,124	\$198,072	\$240,384	\$290,528	\$375,266
Long-term Assets													
Long-term Assets	\$5,200	\$5,200	\$5,200	\$5,200	\$5,200	\$5,200	\$5,200	\$5,200	\$5,200	\$5,200	\$5,200	\$5,200	\$5,200
Accumulated Depreciation	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Long-term Assets	\$5,200	\$5,200	\$5,200	\$5,200	\$5,200	\$5,200	\$5,200	\$5,200	\$5,200	\$5,200	\$5,200	\$5,200	\$5,200
Total Assets	\$55,676	\$45,936	\$26,193	\$38,036	\$37,605	\$93,349	\$99,240	\$98,307	\$118,324	\$203,272	\$245,584	\$295,728	\$380,466
Liabilities and Capital													
		Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
Accounts Payable	\$0	\$16,482	\$19,766	\$43,757	\$50,434	\$59,721	\$41,321	\$44,235	\$46,541	\$49,890	\$56,720	\$57,155	\$61,940
Current Borrowing	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Other Current Liabilities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal Current Liabilities	\$10,000	\$26,482	\$29,766	\$53,757	\$60,434	\$69,721	\$51,321	\$54,235	\$56,541	\$59,890	\$66,720	\$67,155	\$71,940
Long-term Liabilities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Liabilities	\$10,000	\$26,482	\$29,766	\$53,757	\$60,434	\$69,721	\$51,321	\$54,235	\$56,541	\$59,890	\$66,720	\$67,155	\$71,940
Paid-in Capital	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Accumulated Surplus/Deficit	(\$54,324)	(\$54,324)	(\$54,324)	(\$54,324)	(\$54,324)	(\$54,324)	(\$54,324)	(\$54,324)	(\$54,324)	(\$54,324)	(\$54,324)	(\$54,324)	(\$54,324)
Surplus/Deficit	\$0	(\$26,222)	(\$49,249)	(\$61,397)	(\$68,505)	(\$22,048)	\$2,244	(\$1,604)	\$16,108	\$97,706	\$133,189	\$182,897	\$262,850
Total Capital	\$45,676	\$19,454	(\$3,573)	(\$15,721)	(\$22,829)	\$23,628	\$47,920	\$44,072	\$61,784	\$143,382	\$178,865	\$228,573	\$308,526
Total Liabilities and Capital	\$55,676	\$45,936	\$26,193	\$38,036	\$37,605	\$93,349	\$99,240	\$98,307	\$118,324	\$203,272	\$245,584	\$295,728	\$380,466
Net Worth	\$45,676	\$19,454	(\$3,573)	(\$15,721)	(\$22,829)	\$23,628	\$47,920	\$44,072	\$61,784	\$143,382	\$178,865	\$228,573	\$308,526