

# Job Development Authority (JDA)

## Business Improvement Grant Policy

### New/Existing Businesses

Grants are available for qualifying applicants with businesses serving the Buffalo ND trade area. Grants are available for capital expenditures only.

The process generally takes a minimum of 45-60 days. The applicant should prepare an in-person presentation to the Buffalo JDA. Buffalo JDA will review and any denial or grant monies passed will be contracted within 10 days of the meeting.

#### **New Business**

The following is required at a minimum to request a grant and should be provided to the business subcommittee prior to the presentation. The following may include confidential material and will not be shared with the public.

- Resume
- If required for the business, copies of
  - Required business registrations or licenses
  - Commercial leases
  - Franchise agreements
  - Proof of insurance
  - Contracts with third parties
  - Articles of incorporation
- Executive summary of business plan (Appendix 1)
  - Business concept
  - Financial features (sales, profits, cash flows, and return on investment)
  - Financial requirements (capital needed), how the capital will be used, any equity or collateral and collateral source, and an up-to-date credit report)
  - Current business position
  - Major achievements

The applicant may be asked to provide a full business plan (an example in Appendix 2) to the JDA Board or be required to present a proposal to the JDA.

JDA will review and prepare an internal recommendation for a grant using a standard checklist. Prior to the vote the JDA, there will be a declaration of any conflicts of interest. The JDA will vote and a majority vote is required for any grant. Any denial or grant monies passed will be contracted within 10 days of the meeting.

**APPENDIX 1: Executive Summary**  
(One page maximum length)

**Business concept** - Describes the business, its product and the market it will serve (what will be sold, to whom, and why the business will hold a competitive advantage). Include industry analysis and competition.

**Marketing strategy** - Describes how you will bring in customers and type of advertising.

**Financial features** - Highlights the important financial point of the business including sales, profits, cash flows and return on investment.

**Financial requirements** - Clearly states the capital needed to start the business and to expand. It should detail how the capital will be used, and the equity, if any, that will be provided for funding.

**Current business position** - Furnishes relevant information about the company, its legal form of operation, when it was formed, the principal owners, and key personnel. Has the company been registered with the Secretary of State? Are licenses, bonding required? Is there proof of required insurance?

**Major achievements** - Details any developments within the company that are essential to the success of the business.

**Financial Analysis (attach to document)** - Cash flow, income, balance sheet, start-up income required. This is arguably the most important section of the request. Be able to justify any assumptions.

## **APPENDIX 2: Full Business Plan**

### **Personal Information**

Name of business  
Name of Owner(s)  
Type of business  
Physical address of business  
Physical address of primary owner  
Mailing address of business  
Mailing address of primary owner  
Telephone number  
Date presented  
Educational qualifications  
Experience  
Completed Vocational training courses  
License #  
Membership in professional organizations

### **Proposed venture**

Description of product or service provided  
Short term goals  
Long term goals  
Inventory (vehicles, machinery, and equipment)

### **Proposed company profile**

Type of entity  
Proposed location  
Proposed number of permanent employees  
Proposed number of casual employees  
Proposed management and administrative structure  
Who is the manager (director) of the company?  
Who is responsible for what?  
Who does the bookkeeping?  
Who will do payroll?

### **Marketing plan**

Clients, organizations, and companies you will provide products/services to?  
How are you finding vendors?  
Names and addresses of peoples and suppliers from whom you will buy equipment and supplies?  
How will you pay for supplies?  
How will you market to your clients?

### **Financial Plan**

Income statement  
Outflow (profit or loss)

Cash flow projections  
Balance sheet

**Funding Request**

Current funding requirement  
Funding requirements over next 5 years  
How do you intend to use funds?  
Capital expenditures  
Working capital  
Debt retirements  
Acquisitions  
Any strategic financial situational plans  
Historical financials (3-5 yr. tax returns, bank statements, credit report)  
Forecasted income projections (monthly, quarterly, annual)