PARTICIPANT GUIDE

Financial
Education Curriculum

U.S. Small Business Administration



Updated: 09-2016

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Checking In



Welcome to *Managing Cash Flow.* By taking this training, you are taking an important step toward successful small business ownership. As a small business owner, it is important to know how much cash is moving in and out of your business. You need to think ahead in order to meet financial obligations and run a profitable business on a long-term basis.

This class introduces some basic cash flow concepts that can get you started.

Learning Objectives

After completing this module, you will be able to:

- Describe the purpose of cash flow management in a start-up small business.
- Assess a cash flow cycle and make some cash flow projections.
- Describe how a cash flow statement can help assess and improve the financial health of a start-up.
- Identify some ways to manage cash flow in terms of managing costs and potential income.
- Identify ways to seek out expert technical assistance to improve cash flow management.

Introducing Bob and the Wired Cup



Bob recently opened a new bakery café, The Wired Cup. The café has a great location in a small college town. To get started, Bob invested $30,000 of his own money and received a $20,000 loan from a commercial bank. He spent $45,000 on start-up costs, leaving $5,000 to run his business.

The Wired Cup is already popular with students, university staff, and neighbors. Everyone loves the coffee and baked goods. A college dean has started to order croissants for the faculty dining hall. Bob is building a great new business.

However, Bob has concerns. He has not yet paid himself, and he wonders when he can. The $5,000 is almost gone. Given that his key customers are students, he assumes many of them will go home over holiday breaks and the summer. Questions Bob is now asking:

- **How will he pay his bills if there are fewer customers?**
- **Will he have enough money to ramp up again in September?**
- **Should he buy in bulk to reduce costs?**
- **Will suppliers allow Bob to buy on credit, or does he still have to pay cash?**

The good news is that Bob is *thinking ahead*. He has time to work to find some solutions. As we review The Wired Cup's cash flow issues, you will be able to apply these concepts to your own business.

Notes

Opening Balance Sheet for The Wired Cup

Year 1 Opening Balance Sheet

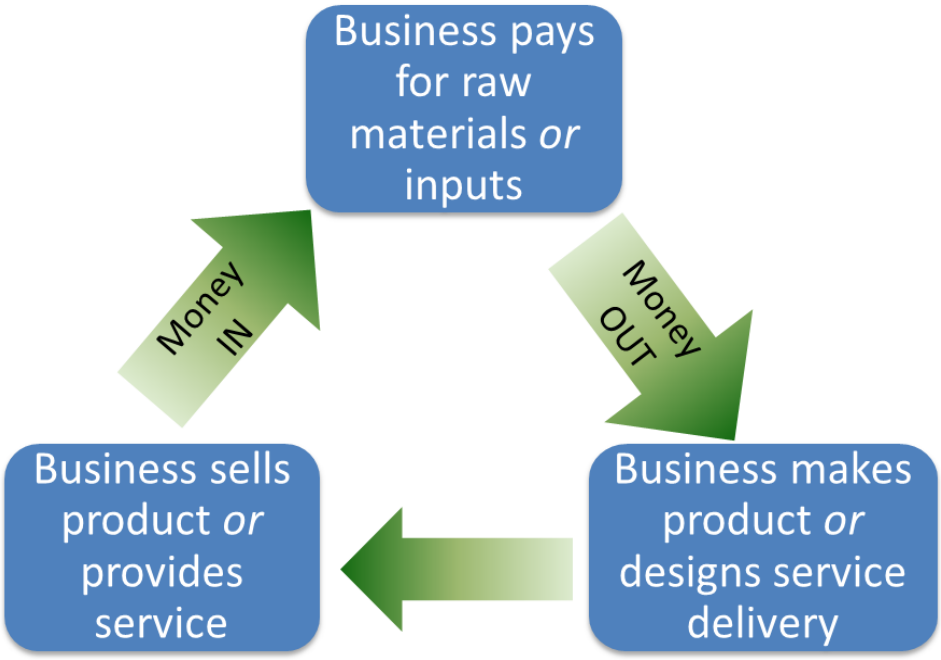
The Wired Cup

Assets			Liabilities		
Current Assets:			**Current Liabilities:**		
Cash	$	5,000	Bank Note	$	3,371
Accounts Receivable	$	-	Accounts Payable	$	-
Pre-Opening Expenses					
Accounting	$	250	**Long Term Liabilities:**	$	16,629
Advertising	$	500			
Bank Charges	$	350	**Total Liabilities**	**$**	**20,000**
Cable/Internet Services	$	200			
Insurance	$	2,000			
Ingredients	$	3,500			
Janitorial Supply	$	75			
Lease	$	1,350			
Legal Fees	$	2,500			
Licenses/Fees/Permits	$	1,500			
Payroll	$	2,400			
Payroll Taxes	$	360			
Telephone Services	$	150			
Utilities	$	365			
Total Current Assets	**$**	**15,500**	**Equity**		
			Owner's Capital	$	30,000
Fixed Assets:					
Kitchen Equipment	$	9,000	**Total Equity**	**$**	**30,000**
Lease Hold Improvements	$	18,200			
Office/Techn Equipment	$	2,300			
Total Fixed Assets	**$**	**29,500**			
Total Assets	**$**	**50,000**	**Total Liability & Equity**	**$**	**50,000**

Assumptions: Loan $20,000 5 years 14.54%; Payroll 3 workers $10/hr = $30/hr * two 40 hr. weeks = $2,400

Note: This balance sheet lists pre-opening expenses under the accounting principle to categorize pre-paid expenses as current assets. In this case, the pre-opening expenses listed were expensed or realized before the end of the year per the Cash Flow Statement example, column "Start Up" (page 20 Instructor Guide, page 10 participant Guide). Entrepreneurs should always keep track of their pre-opening expenses, as some of them may be considered by financial institutions or investors as a business asset or owner investment/equity.

Cash Conversion Cycle



A cash conversion cycle depicts how business dollars are invested in raw materials, resources, and other inputs. Those raw materials can be converted into products that are sold to generate payments or cash.

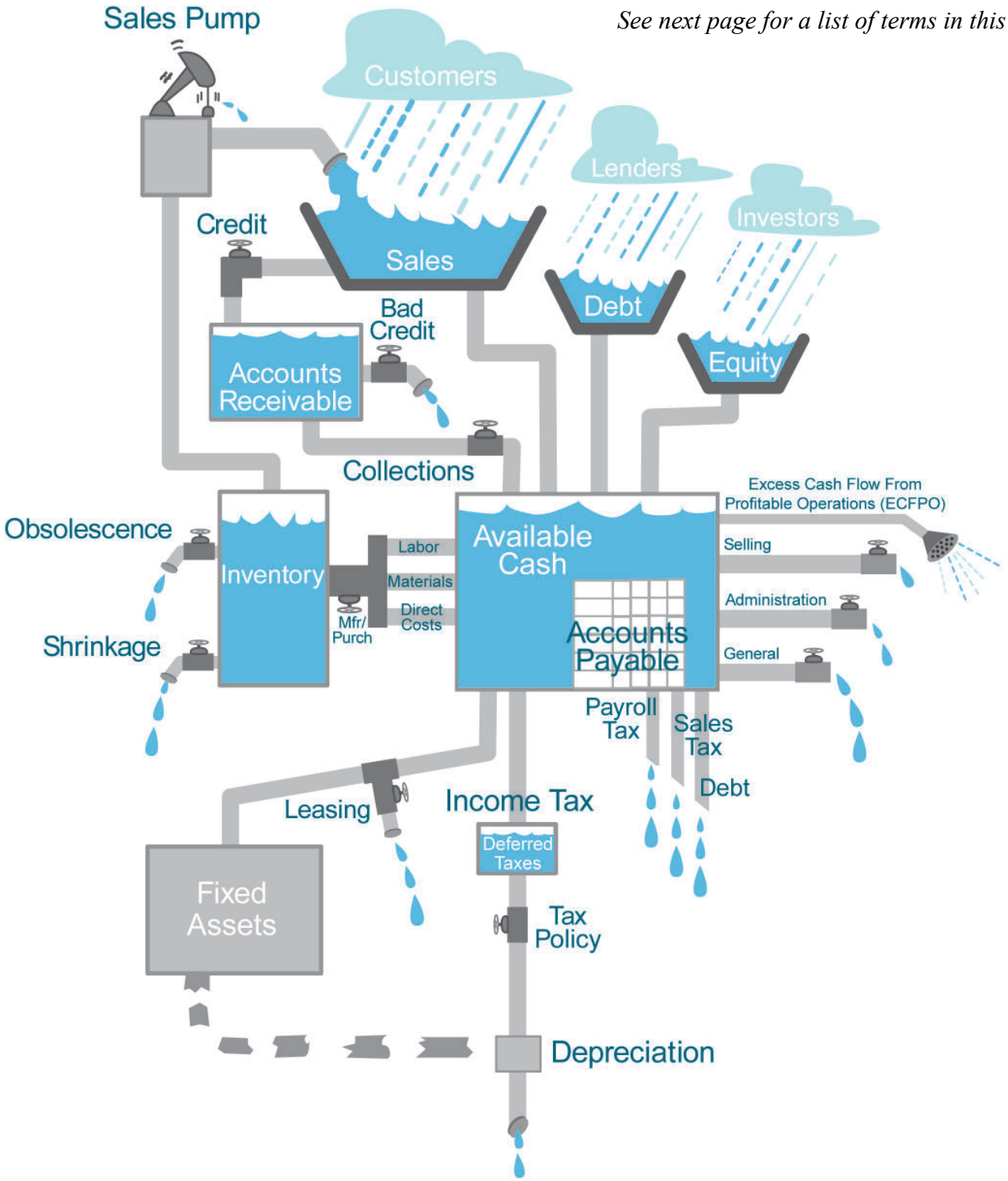
If you have a short conversion cycle, you can quickly sell inventory or turn it back into cash which puts money back into the cash flow system in a relatively short period of time.

If you have a long cash conversion cycle, you will not be able to use that money while your inventory is unsold, sitting on your shelves. Money will not be flowing back into the system.

Notes

Cash Flow Diagram

See next page for a list of terms in this diagram.



*Adapted from a cash flow system diagram designed by George M. Dawson, and illustrated by Buck Dawson, 1995.

Cash Flow Diagram Descriptions

The cash flow diagram on the previous page contains several key cash flow elements. It is a representation of how cash moves in and out of the system, and many of the key decision points or **valves** a business owner can control.

When you start a business, money flows into the business via **debt or equity**.

The **valves** in the diagram **represent decision points.** Your decisions impact cash flow and increase or decrease your probability of success. Some valves are open all the time (like taxes and debt). They are a constant drain on your cash which is why they are on the bottom. Some valves are partially open, like the sales, general, and administrative valves. You always spend money here; how much is up to you. As you spend available cash, balance in the center tank drops.

Inventory. You spend money on raw materials, labor, and other direct costs to produce a product to sell (assuming you are producing a product, but the same principles apply for services as well). If you decide to spend a lot on inventory, you are deciding to tie up your money until you sell the inventory and turn it into cash. This is called the cash conversion cycle.

Fixed assets are usually expensive items that last, such as buildings, upgrades to space, vehicles, equipment, computers, and technology. If you purchase an expensive fixed asset, it ties up available cash. A better option is to lease to keep cash flowing.

Profit generator (sales pump). In the top left corner is a sales pump. Keep this primed to pump sales back into the system.

Accounts receivable (A/R). You may make a sale, but not the cash until you collect it. Ultimately you want to convert your accounts receivable into cash, so it flows into the center tank and becomes available cash

Accounts payable (A/P). In the center tank, accounts payable are represented by bricks. This is money owed to vendors and suppliers who extend credit to you. For example, you receive a product or service but you have not yet paid for it. You still have use of that money. The bricks elevate the water. Instead of having to pay for a product or service, you can use that money for marketing or paying another bill.

Balancing accounts payable and accounts receivable is challenging. You want customers to pay you as quickly as possible (cash in) and you want to pay as slowly as possible (cash out). Your vendors are doing the same thing. They want you to pay quickly, and they may be slow to pay their own vendors.

Ultimately, you want to have and be generating **excess cash flow from profitable operations (ECFPO).** This is the showerhead, which represents your paycheck.

Cash Flow Statements



A cash flow statement tells a story:

1. How much money you have to run your business.
2. How much cash is moving in and out of the business.
3. Where that cash is coming from and going to.
4. When the cash is moving or needs to move.

As a business owner, you need to think ahead in order to meet your financial obligations and run a profitable business. A cash flow statement helps identify when your business is generating more cash than you need to meet obligations. Conversely, it tells you when the business is running short. Cash flow statements help you make smart, timely decisions that ensure your business is financially healthy over the long term.

A cash flow statement for The Wired Cup is on the next page.

Notes

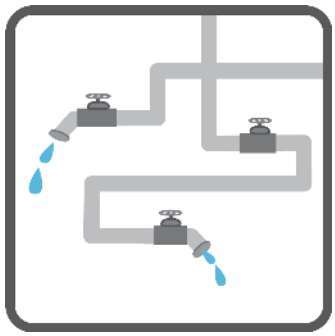
The Wired Cup Cash Flow Statement		Actual	Actual	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	
Year 1	**Start Up**	**August**	**September**	**October**	**November**	**December**	**January**	**February**	**March**	**April**	**May**	**June**	**July**	**Total**
Beginning Balance		$ 5,000	$ 2,309	$ 1,218	$ 1,978	$ 3,712	$ 1,446	$ 780	$ 2,514	$ 5,848	$ 8,882	$ 8,216	$ 1,950	
Loan Receipts	$ 20,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 20,000
Owner's Capital	$ 30,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 30,000
Sales Revenue		$ 25,000	$ 27,000	$ 29,000	$ 30,000	$ 25,000	$ 27,000	$ 30,000	$ 32,000	$ 32,000	$ 27,000	$ 20,000	$ 20,000	$ 324,000
Sales Tax (6.25%)		$ 1,563	$ 1,688	$ 1,813	$ 1,875	$ 1,563	$ 1,688	$ 1,875	$ 2,000	$ 2,000	$ 1,688	$ 1,250	$ 1,250	$ 20,250
Collections of A/R		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Cash Available	$ 50,000	$ 31,563	$ 30,997	$ 32,031	$ 33,853	$ 30,274	$ 30,133	$ 32,655	$ 36,514	$ 39,848	$ 37,569	$ 29,466	$ 23,200	$ 394,250
Operating Expenses														
Accounting	$ 250	$ 50	$ 50	$ 50	$ 50	$ 50	$ 50	$ 50	$ 50	$ 350	$ 50	$ 50	$ 50	$ 1,150
Accounts Payable (Debt)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Advertising	$ 500	$ 500	$ 500	$ 250	$ 75	$ 75	$ 75	$ 75	$ 75	$ 75	$ 75	$ 75	$ 75	$ 2,425
Bank Charges	$ 350	$ 50	$ 50	$ 50	$ 50	$ 50	$ 50	$ 50	$ 50	$ 50	$ 50	$ 50	$ 50	$ 950
Cable/Internet Services	$ 200	$ 200	$ 200	$ 200	$ 200	$ 200	$ 200	$ 200	$ 200	$ 200	$ 200	$ 200	$ 200	$ 2,600
Insurance	$ 2,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,000
Ingredients	$ 3,500	$ 5,000	$ 5,400	$ 5,800	$ 6,000	$ 5,000	$ 5,400	$ 6,000	$ 6,400	$ 6,400	$ 5,400	$ 4,000	$ 4,000	$ 68,300
Janitorial Supply	$ 75	$ 75	$ 75	$ 75	$ 75	$ 75	$ 75	$ 75	$ 75	$ 75	$ 75	$ 75	$ 75	$ 975
Lease	$ 1,350	$ 1,350	$ 1,350	$ 1,350	$ 1,350	$ 1,350	$ 1,350	$ 1,350	$ 1,350	$ 1,350	$ 1,350	$ 1,350	$ 1,350	$ 17,550
Legal Fees	$ 2,500	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,500
Licenses/Fees/Permits	$ 1,500	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,500
Owner's Draw	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Payroll	$ 2,400	$ 16,800	$ 16,800	$ 16,800	$ 16,800	$ 16,800	$ 16,800	$ 16,800	$ 16,800	$ 16,800	$ 16,800	$ 16,800	$ 16,800	$ 204,000
Payroll Taxes	$ 360	$ 2,520	$ 2,520	$ 2,520	$ 2,520	$ 2,520	$ 2,520	$ 2,520	$ 2,520	$ 2,520	$ 2,520	$ 2,520	$ 2,520	$ 30,600
Sales Tax	$ -	$ 1,563	$ 1,688	$ 1,813	$ 1,875	$ 1,563	$ 1,688	$ 1,875	$ 2,000	$ 2,000	$ 1,688	$ 1,250	$ 1,250	$ 20,250
Telephone Services	$ 150	$ 150	$ 150	$ 150	$ 150	$ 150	$ 150	$ 150	$ 150	$ 150	$ 150	$ 150	$ 150	$ 1,950
Utilities	$ 365	$ 525	$ 525	$ 525	$ 525	$ 525	$ 525	$ 525	$ 525	$ 525	$ 525	$ 525	$ 525	$ 6,665
Loan Principal	$ -	$ 271	$ 272	$ 274	$ 276	$ 278	$ 280	$ 282	$ 284	$ 286	$ 288	$ 290	$ 292	$ 3,371
Loan Interest	$ -	$ 200	$ 199	$ 197	$ 195	$ 193	$ 191	$ 189	$ 187	$ 185	$ 183	$ 181	$ 179	$ 2,280
Total Disbursed	$ 15,500	$ 29,253	$ 29,778	$ 30,053	$ 30,141	$ 28,828	$ 29,353	$ 30,141	$ 30,666	$ 30,966	$ 29,353	$ 27,516	$ 27,516	$ 369,066
Cash Balance	$ 34,500	$ 2,309	$ 1,218	$ 1,978	$ 3,712	$ 1,446	$ 780	$ 2,514	$ 5,848	$ 8,882	$ 8,216	$ 1,950	$ (4,316)	$ 25,184
Fixed Assets	$ 29,500													$ 29,500
Cash Balance	$ 5,000													$ (4,316)

Note: The payroll taxes rate used in this example is 15%. You will need to determine the appropriate local, state, and applicable federal taxes.

What Can Bob Do?

To stay in business, Bob needs to increase his sales revenue. He also needs to negotiate agreements that decrease costs and help to control cash flow. To do this, he needs to juggle some competing demands. He wants to hold on to his cash as long as possible. His landlord and vendors want to be paid right away. To balance these expectations, Bob needs to make agreements that benefit all involved parties. These "win–win" negotiations benefit all parties. Bob has lots of opportunities to negotiate win–win agreements.

If you were advising him, what would you suggest?



- How can Bob increase sales revenue at The Wired Cup?
- How could Bob negotiate a better deal or two with his vendors and suppliers?
- How can Bob plan for the seasonal ups and downs in his business?
- Is it wise for Bob to use a credit card to offset cash flow issues?

Notes

What NOT To Do



- Do not postpone paying estimated taxes.
- Do not hide from loan officers – they can provide invaluable advice.
- Do not pay vendors later (they can cut off supply).
- Do not overestimate revenue.
- Do not underestimate costs.

Negotiating Better Terms



To manage cash flow, you want your customers to pay you right away so you can use that cash to meet your financial obligations. On the other hand, you want to pay your vendors as late as possible, usually 30 days. The trick is to manage your accounts receivable (the money others owe you) and your accounts payable (the money you owe).

Customers

- If a customer pays cash, this is great. If a customer pays with a credit or debit card, this is good, but the profitability is lower because the business has to pay a credit card processing service and fees charged by the credit card issuer. These fees are usually not negotiable. Ask customers to pay in cash to avoid fees. Some small companies no longer take credit or debit cards; the risk is that some customers might not buy if they do not have cash on them.
- Sell gift cards. The buyer of a gift card pays you the full amount of the gift card up front.
- Corporate accounts are a great way to increase sales. The challenge is that these customers do not always pay right away. Most invoices are supposed to be paid in 30 days. That creates lag time between when the product or service is provided, and when a business is paid. Most invoices are "net 30 days," which means the client pays within 30 days of the date the product or service is delivered. To improve cash flow and to get paid early, a business owner can ask a corporate account to pay when the invoice is received, or maybe in 10 or 15 days. Offer them incentives to pay early. Most businesses offer a "2/10, net 30" discount meaning the customer will receive a 2% invoice discount if they pay in 10 days instead of 30.

Vendors and Suppliers

- Most new businesses are required by their vendors to pay cash for supplies, inventory, and the like. After you develop a good reputation for paying on time (maybe a year), ask vendors to invoice you instead of asking for cash. This allows a business to pay in 30 days, which preserves cash flow.

Landlords

A major fixed monthly expense for many business owners is a lease or rent payment. Before you agree to a lease and the subsequent fixed monthly cost, you may be able to negotiate better terms and payment options to free up your cash flow. Carefully review the lease conditions and negotiate any added expenses or fees associated with the lease, such as upkeep, maintenance, common areas, utilities, snow removal, landscaping services, or parking lot maintenance. As part of the negotiation you can discuss options, such as sub-leases, exclusivity, and co-tenancy.

Think about what happens if you default. What would happen to your business? You may be able to negotiate those terms as well. A lawyer can could provide you advice.

If you know that your business is seasonal, negotiate a payment plan. Let's say your rent is $1,000 per month. If you anticipate your revenue to go down because of seasonal issues, ask the landlord to accept early or late payments. Another idea might be to make fewer payments. For instance, multiplying the $1,000 by 12 months equals $12,000. Divide $12,000 by nine, which comes to $1,333 per month. You pay the same $12,000 to the landlord but you do not have to pay during the three months when you expect your revenue to be down.

Toolkit of Resources

Glossary of Cash Flow Terms

Term	Definition
Accounts Payable	Accounts payable (A/P) is money a business owner owes to vendors, service providers, tax agencies and so on. Liability that results from the purchase of goods or services (money owed to others).
Accounts Receivable	Accounts receivable (A/R) is money that is due from customers as a result of delivering goods or services and extending credit in the ordinary course of business.
Accrual Basis of Accounting	The accrual basis of accounting measures the performance and position of a company by recognizing economic events regardless of when cash transactions occur. The general idea is that economic events are recognized by matching revenues to expenses (the matching principle) at the time in which the transaction occurs rather than when payment is made (or received). This method allows the current cash inflows/outflows to be combined with future expected cash inflows/outflows to give a more accurate picture of a company's current financial condition.
Fixed Assets	A fixed asset is a long-term tangible piece of property that a firm owns and uses in the production of its income and is not expected to be consumed or converted into cash any sooner than at least one year's time.
Balance Sheet	A balance sheet is a financial statement that summarizes a company's assets, liabilities and shareholders' equity at a specific point in time. These three balance sheet segments give investors an idea as to what the company owns and owes, as well as the amount invested by the shareholders.
Burn Rate	A burn rate describes the rate at which a new company uses up its venture capital to finance overhead before generating positive cash flow from operations. In other words, it's a measure of negative cash flow.
Capital	Capital can mean many things. Its specific definition depends on the context in which it is used. In general, it refers to financial resources available for use such as: financial assets or the financial value of assets, such as cash. It is also used to describe the factories, machinery, and equipment owned by a business and used in production.
Cash Conversion Cycle	A cash conversion cycle depicts how business dollars are invested in materials, resources, and other inputs. Raw materials can be converted into products that are sold to generate payments or cash. If a business has a short conversion cycle, the owner can quickly turn it back into cash which puts money back into the business in a relatively short period of time. If a business has a long cash conversion cycle, the owner will not be able to use that money while inventory is unsold.
Cash Flow Statement	A cash flow statement tells a business how much money is available to run the business, how much cash is moving in and out of the business, where that cash is coming from and going to, and when the cash is moving or needs

Term	Definition
	to move. A cash flow statement helps a business owner to think ahead. It helps pinpoint when a business is generating more cash than needed to meet obligations. Conversely, it alerts a business owner when the business is running short. Cash flow statements are invaluable tools that permit business owners to make smart, timely decisions over the long term.
Cash on Hand	Funds that are immediately available to a business, and can be spent as needed.
Current Assets	A balance sheet account that represents the value of all assets that are reasonably expected to be converted into cash within one year in the normal course of business. Current assets include cash, accounts receivable, inventory, marketable securities, prepaid expenses and other liquid assets that can be readily converted to cash.
Current Liabilities	A company's debts or obligations that are due within one year. Current liabilities appear on the company's balance sheet and include short term debt, accounts payable, accrued liabilities and other debts
Debt Principal	Amount borrowed or the amount still owed on a loan, separate from interest
Depreciation	Income tax deduction that allows a taxpayer to recover the cost or other basis of certain property; annual allowance for the wear and tear, deterioration, or obsolescence of the property.
Equity	Equity is a stock or any other security representing an ownership interest. On a company's balance sheet, equity is the amount of the funds contributed by the owners (the stockholders) plus the retained earnings or losses.
Fixed Cost	A fixed cost does not change with an increase or decrease in the amount of goods or services produced. Fixed costs are expenses that have to be paid by a company, independent of any business activity. It is one of the two components of the total cost of a good or service, along with variable cost.
Gross Profit	Gross Profit is a company's revenue minus its cost of goods sold. It is a company's residual profit after selling a product or service and deducting the cost associated with its production and sale.
Income Statement	A financial statement that measures a company's financial performance over a specific accounting period. Financial performance is assessed by giving a summary of how the business incurs its revenues and expenses through both operating and non-operating activities. It shows the net profit or loss incurred over a specific period, typically over a fiscal quarter or year. An Income Statement is also known as a profit and loss statement or statement of revenue and expense.
Interest	Interest is a fee paid for the use of another party's money. To the borrower it is the cost of renting money, to the lender the income from lending it.
Invoice	An invoice is a commercial document that itemizes a transaction between a buyer and a seller. It will usually include the quantity of purchase, price of goods and/or services, date, parties involved, unique invoice number, and tax information. If goods or services were purchased on credit, the invoice

Term	Definition
	will usually specify the terms of the deal and provide information on the available methods of payment. An invoice is also known as a bill, statement, or sales invoice.
Liquidity	Liquidity is the degree to which an asset or security can be bought or sold in the market without affecting the asset's price. Liquidity is characterized by a high level of trading activity. Assets that can be easily bought or sold are known as liquid assets. The term is also used to define the ability to convert an asset to cash quickly. Also known as marketability. Liquidity is often calculated by using liquidity ratios.
Net Profit	Net Profit is your bottom line. This shows how much your company is making on sales after expenses, interest, and taxes.
Variable Cost	A variable cost is a corporate expense that varies with production output. Variable costs fluctuate depending on a company's production volume. They rise as production increases and fall as production decreases. Variable costs differ from fixed costs such as rent, advertising, insurance and office supplies, which tend to remain the same regardless of production output. Fixed costs plus variable costs equal total cost.
Vendor	A vendor is a party in the supply chain that makes goods and services available to companies or consumers. The term is typically used to describe an entity that is paid for the goods that are provided, rather than the manufacturer of the goods. A vendor, however, can operate both as the supplier of goods (seller) and the manufacturer.

Cash Flow Statement Template

This example was downloaded from the SCORE website. To save space, we show only the first six months of a 12-month worksheet. To get an Excel spreadsheet template, go to https://www.score.org/ and search key words "cash flow template", save the templates of interest and adjust as needed

	Pre-Start-up EST	Nov 14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	Total Item EST
Cash on Hand (beginning of month)								
CASH RECEIPTS								
Cash Sales								
Collections from CR accounts								
Loan/ other cash inj.								
TOTAL CASH RECEIPTS								
Total Cash Available (before cash out)								
CASH PAID OUT								
Cost of services; includes shop supplies								
Purchases (specify)								
Purchases (specify)								
Gross wages (exact withdrawal)								
Payroll expenses (taxes, etc.)								
Outside services								
Supplies (office & operations)								
Repairs & maintenance								
Advertising								
Car, delivery & travel								
Accounting & legal								
Rent								
Phone, Cable, Internet								
Heating oil								
Insurance								
Electricity								
Interest								
Other expenses (all others)								
Other (specify)								
Other (specify)								
Miscellaneous								
SUBTOTAL								
Loan principal payment								
Capital purchase (specify)								
Other startup costs								
Reserve and/or Escrow								
Owners' Withdrawal								
TOTAL CASH PAID OUT								
Cash Position (end of month)								

For More Information

BusinessUSA

www.business.usa.gov

This official portal of the United States government provides guides and resources that help businesses comply with business laws and regulations. It provides self-paced courses on how to apply for financing such as microloans, how to write a business plan, how to register and run a business, and more.

U.S. Small Business Administration (SBA)

www.sba.gov (Find Tools and Learning Center sections)

SBA Answer Desk: 1-800-827-5722
The U.S. Small Business Administration (SBA) website provides resources, answers to frequently asked questions, and other information for small business owners. They provide free online tools and resources at www.sba.gov/tools. The site provides self-paced information on how to write business and strategic plans, how to buy or sell a business, how to compete for government contracts, how to conduct market research, basics of accounting, and more. Also check out the Learning Center: www.sba.gov/learning offers a long list of online courses on topics such as attracting investors, cybersecurity, fundamentals of crowdfunding, customer service, and more.

SCORE

www.score.org.

SCORE is a nonprofit association dedicated to helping small businesses get off the ground, grow, and achieve their goals through education and mentorship. SCORE provides a variety of free online resources for start-up small businesses including a gallery of templates for business, finance, and marketing plans. They provide how-to guides and self-paced modules on financing, how to secure contracts, cash flow management, and more.

America Small Business Development Center Network

http://americassbdc.org.

The American Small Business Development Center (SBDC) network provides free consulting to small business owners at all stages of development. This excellent resource provides a variety of feedback and planning assistance to small business owners. Their advisors can help connect you to regional and local business resources and lending institutions.

Women's Business Center (WBC)

www.sba.gov/tools/local-assistance/wbc

Women's Business Centers (WBCs) is a national network of education centers throughout the United States designed to assist women in starting and growing small businesses. WBCs seek to "level the playing field" for women entrepreneurs who still face unique obstacles in the business world. The network provides comprehensive training and counseling on a variety of topics in several languages.

U.S. Financial Literacy and Education Commission

www.mymoney.gov.

1-888-My-Money (696-6639)
MyMoney.gov is the federal government's one-stop website that provides financial education resources from more than 20 federal agencies.

Federal Deposit Insurance Corporation (FDIC)

www.fdic.gov.

The FDIC preserves and promotes public confidence in the U.S. financial system by insuring deposits in banks and thrift institutions for at least $250,000; by identifying, monitoring, and addressing risks to the deposit insurance funds; and by limiting the effect on the economy and the financial system when a bank or thrift institution fails.

The FDIC encourages bank lending to creditworthy small businesses. The FDIC encourages small business owners with inquiries or concerns about the availability of credit to contact the FDIC Small Business Hotline at 1-855-FDIC-BIZ or www.fdic.gov/smallbusiness. Another FDIC website, www.fdic.gov/buying/goods provides resources to small business owners who want to conduct business with the FDIC.

For more information about the Money Smart for Small Business Curriculum see www.fdic.gov/consumers/consumer/moneysmart.

Local Resources

Pre- and Post-Test Form

Please help us assess your learning from this class—*Managing Cash Flow.* Enter your responses twice: BEFORE you take the class and AFTER you complete the class. Circle the number that shows how much you agree with each statement. Thank you!

	BEFORE Training				AFTER Training			
	Strongly Disagree	Disagree	Agree	Strongly Agree	Strongly Disagree	Disagree	Agree	Strongly Agree
1. I can describe why cash flow management is a critically important component of small business ownership.	1	2	3	4	1	2	3	4
2. I know how to assess the cash flow cycle of my business and make some cash flow projections.	1	2	3	4	1	2	3	4
3. I can describe how a cash flow statement can help assess and improve the financial health of my business.	1	2	3	4	1	2	3	4
4. I can identify at least two ways to manage cash flow in terms of managing costs and potential income.	1	2	3	4	1	2	3	4

Evaluation Form

Please evaluate **Managing Cash Flow.** **Date:** _____

Training Rating

1. Overall, I felt the class was (check one):
   - ☐ Excellent
   - ☐ Very Good
   - ☐ Good
   - ☐ Fair
   - ☐ Poor

Indicate your agreement with each of these statements by circling a number.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
2. I achieved the learning objectives.	1	2	3	4	5
3. The instructions were clear and easy to follow.	1	2	3	4	5
4. The PowerPoint slides were clear.	1	2	3	4	5
5. The PowerPoint slides enhanced my learning.	1	2	3	4	5
6. The time allocation was correct for this class.	1	2	3	4	5
7. The instructor was knowledgeable and well-prepared.	1	2	3	4	5
8. The participants had ample opportunity to exchange experiences and ideas.	1	2	3	4	5

Please indicate your degree of knowledge/skill by circling a number.	None				Advanced
9. My knowledge/skill level of the subject matter **before taking the training**.	1	2	3	4	5
10. My knowledge/skill level of the subject matter **upon completion of the training**.	1	2	3	4	5

Instructor Rating:
Instructor Name _____

Please rate your instructor by circling a number.	Poor	Fair	Good	Very Good	Excellent
11. Made the subject understandable.	1	2	3	4	5
12. Encouraged questions.	1	2	3	4	5
13. Provided technical knowledge.	1	2	3	4	5

14. What was the most useful part of the training?
15. What was the least useful part of the training, and how could it be improved?

Thank you!