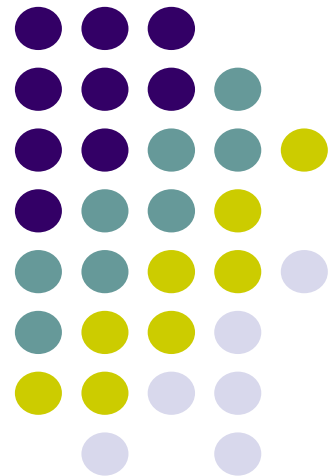


CACHE

Business Resource Center

“Providing resources to assist emerging and established businesses.”



Business Plan

Cache Business Resource Center
Bridgerland Applied Technology College (BATC)
1000 West 1400 North
Logan, Utah 84321



Executive Summary

The Cache Business Resource Center (CBRC) is a one stop shop for new and expanding businesses in Cache Valley and Northern Utah. The CBRC will provide facilities for entrepreneurship to be cultivated by providing startup mentoring and resources to businesses that are just starting or trying to expand by bringing private and public entities together in a cooperative manner to provide all of the resources required to help entrepreneurs succeed.

1.0. Objectives

- 1.1. Provide support and technical services to emerging and established businesses.
- 1.2. Create greater access to relevant counseling and support services by co-locating agencies and institutions that offer such services.
- 1.3. Provide incubator services to newly qualified entrepreneurs.
- 1.4. Provide educational opportunities to business owners and their employees.
- 1.5. Increase economic well-being throughout the region.

2.0. Mission

The mission of the Cache Business Resource Center (CBRC) is to support economic and business development that will improve the quality of life and economic well-being of citizens in the region and the State of Utah. The CBRC will provide a physical environment where emerging and established businesses can experience a collaborative environment of training, counseling, state-of-the-art operating space, and relevant resource information from both government and private providers. Incubator services, both on-site and virtual, will include educational programs and technical assistance for both owner and employees.

3.0. Vision

The Cache Business Resource Center will integrate existing and expanded services in a centralized location that will attract and support new entrepreneurial activities and business opportunities. The collaboration of these services will provide an environment for success and growth of both business management executives and a skilled workforce. This will be accomplished by providing state-of-the-art floor and office space, conference and training rooms, expertise, and other amenities at a reasonable rate. The CBRC will provide the coordination of education, training, business planning, mentoring, and other business resources for all stages of the business cycle. It will be a one-stop shop for the knowledge base of business creation, expansion, and success.

4.0. Need for a Cache Valley Business Resource Center

In 2006 there were approximately 741 new business licenses applied for in Cache County. According to David Birch, former head of a research firm specializing in studying small business data, he reports the followings statistics for failure rates of new businesses,

- First year: 15%



- Second: 30%
- Third: 38%
- Fourth: 45%
- Fifth: 50%

It is the goal of the CBRC to help reduce the casualties of small business startups and help them survive and prosper.

Cache Valley is perhaps unique in Utah as a fertile environment to grow and nourish entrepreneurial ideas for global as well as local markets. Utah State University through its TCO and Innovation Campus spin off technology start-ups and commercialize technical innovation opportunities; Bridgerland Applied Technology College provides class-room training for business and industrial applications from agriculture to veterinary science; Bear River Association of Governments provides financing, revolving loan fund and procurement incentives; and business training and counseling services are provided by USU Extension, Small Business Development Center, Workforce Development, Chamber of Commerce, as well as private sector banks and consultants offering legal, financial and other business services. The need for a Business Resource Center may not be evident to the casual observer of this active entrepreneurial environment, but there are three critical unmet needs that will be addressed and met by the CBRC:

- The first is the facilitation and coordination of communication and services among existing business assistance providers to truly establish a “one-stop shop” for entrepreneurs and businesses in northern Utah.
- The second need is the development of an outreach, intake, tracking and evaluation system to more comprehensively serve the entrepreneurial market and to determine the effectiveness of services offered to the business community.
- The third, is the development of a mentoring and networking culture that continues to nurture new start-ups after the initial business counseling and training.

5.0. Facilities

Bridgerland Applied Technology College West Campus will be a full service area for supporting business startups and expanding businesses. With 80,000 square feet total and 20,000 square feet dedicated to helping new businesses by offering the services needed to help entrepreneurs get their businesses up and running, allowing for initial low cost overhead to help new businesses concentrate on developing and expanding their businesses. The following is a list of the services and facilities available:

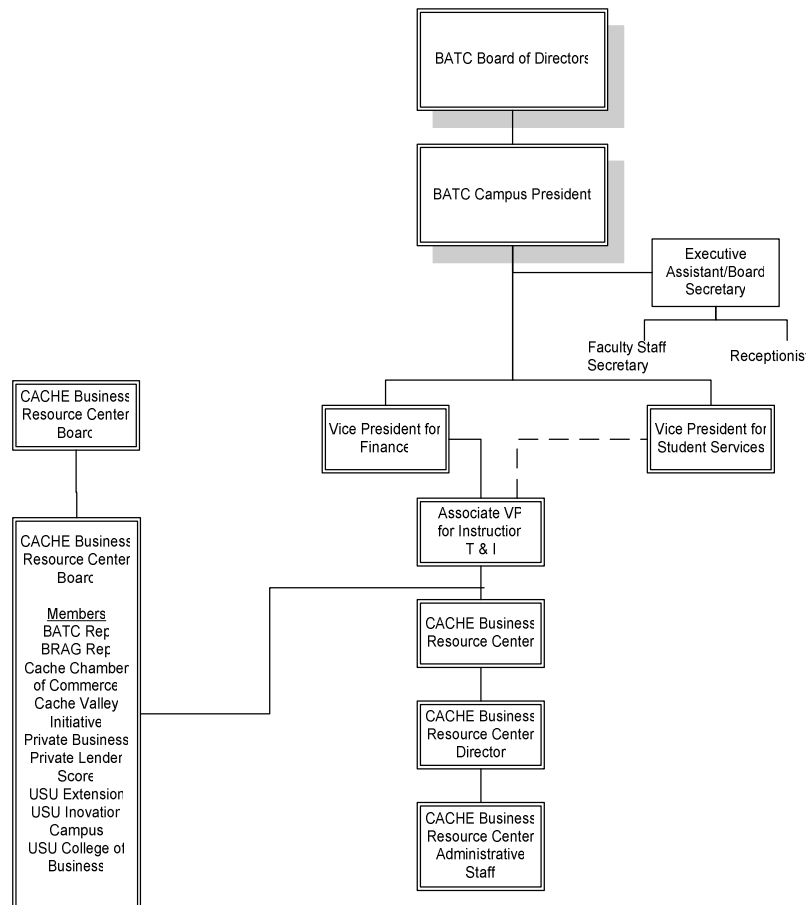
- Furnished Office Space & Cubicles
- Multipurpose Areas for Training, Classrooms
- Telephone & IT Data Services & Support
- Manufacturing Areas for, Product Setup, Tooling, and Production
- Convenient Parking and Loading Docks
- 24/7 Security Card Building Access



- Utilities & Janitorial Services
- Meeting & Conference Rooms
- Multimedia and AV Presentation Equipment
- Internet and Computer Lab Access
- Cafeteria and Food Service Catering
- Location Central to Logan’s Industrial Area
- ADA accessibility
- Direct public transportation access by Logan’s Transit System
- Phone and Office Support
- Utilities & Overhead

6.0. Partners - Roles and Responsibilities

The Cache Business Resource Center will be administrated as a Department under Bridgerland Applied Technology College’s current administrative structure.



6.1. Cache Business Resource Center (CBRC) Board will develop the policies that govern the operation of the CBRC that define the roles and responsibilities of the partners and service providers. These policies will be presented by the associate Vice President for



Instruction to the BATC Board of Directors for approval.

6.2. CBRC Board Members

- BATC, John Davidson
- BRAG, Cindy Bilskie
- Cache Chamber of Commerce, Sandy Emile
- Cache Valley Initiative, Dale Astle
- Private Business, Paul Campbell (Campbell Scientific)
- Private Business, Greg Rowley (Gossners Foods)
- Private Lender, Rick Leatham
- SCORE, Councilor
- USU Extension/Cooperative Education, Marion Bentley
- USU Innovation Campus, Ned Weinshenker
- USU College of Business, Staff

6.3. Partners and Resource Providers

- BATC: Facilities and CBRC manager, walk-in counseling, custom fit training, coordinate follow through counseling and business incubation
- BRAG: Procurement Technical Assistance (PTAC) by appointment, set office hours as needed
- Cache Chamber of Commerce: counseling by appointment, set office hours as needed
- Small Business Development Center: business planning, counseling by appointment, set office hours as needed
- Private Business: mentoring by appointment
- SCORE: full time presence, counseling by appointment, workshops
- Utah Department of Workforce Services: work force recruitment, job placement, training
- Utah Non-Profit Association: counseling by appointment, workshops
- Manufacturing Extension Partnership (MEP): counseling on CBRC site or site of business
- USU Extension/Cooperative Education: Food and Nutrition Sciences, E-Commerce, Home-based Business, Youth Entrepreneurship, counseling by appointment, workshops
- USU Innovation Campus: counseling by appointment, referrals to innovation campus for complementary counseling
- USU College of Business: Interns on site
- Utah Science and Technology Research (USTAR) Outreach Initiative:
- Western Rural Development Center (WRDC): Entrepreneurship development workshops including those that foster community based support for entrepreneurship

7.0. Services, Training and Education

- Needs Assessment: Determine the needs of each client and recommend appropriate



courses of action.

- **Small Business Training:** Provide comprehensive training in all aspects of business management.
- **Procurement Technical Assistance:** education and technical assistance in bidding for federal, state and large contracts.
- **On-going Workshops** designed to meet client needs
- **Networking**
- **Incubator Space and Services:** Incubator space and services are provided to qualifying entrepreneurs at rates that sustain the business and BRC.
- **Access to Custom Fit state business employee skill training** in technical, computer, management, human development and safety.

Types of Training—Business Skills

- Business Plans
- Business Financing
- Grant Writing
- Grant Procurement and Management
- Accounting
- QuickBooks
- Taking your Business Online
- Increasing Business Profitability
- Business Licensing
- Product Marketing
- Business Taxes
- Small Business Planner

Types of Training—Technical

- Press Maintenance
- GD&T
- Six Sigma
- IPC Soldering
- Electronic Assemblies
- Welding
- Machining
- Industrial Maintenance
- Master CAM
- High Voltage Update
- Root Cause Analysis
- Preventative Maintenance
- Refrigeration
- New Equipment Operation
- Boiler Operation
- Auto Caser
- Natural Gas Certification

Type of Training—Computer

- Software Updates
- This is a Computer
- Learn Key
- Word
- Excel
- PowerPoint
- Access
- Cold Fusion
- QuickBooks
- Auto Cad
- Solidworks
- PLC
- Microsoft Updates
- Macromedia
- Internet Development



Types of Training--Management

- Legal Update
- ISO 9000
- Company Responsibilities
- Lean 101
- Lean Office
- Value Stream Mapping
- Conflict Resolution
- Conducting Meetings
- Time Management
- Negotiation
- Coaching
- Stress
- Basic Principles
- 7 Habits
- Interviewing
- Hiring Practices
- Performance Reviews
- Dealing with Unacceptable Behavior
- Leadership

Types of Training—Human Development

- Teaming
- Assessment
- Customer Service
- Sexual Harassment
- Diversity
- Communication Skills
- Ergonomics
- Ethics
- Interpersonal Styles
- Visual Manufacturing
- Problem Solving
- Decision Making
- Gung Ho
- New Employee Orientation
- Language Instruction
- Respect

Types of Training—Safety

- OSHA
- MSHA
- Forklift
- Handling of Dangerous Goods
- Fall Protection
- Train The Trainer
- Lockout/Tagout
- Aerial Lift
- Blood-borne Pathogens
- Mobile Lift
- Crane Safety
- Hazardous Waste
- CPR, EMT, AED

7.1. One-on-One Counseling

One-on-one counseling will be available on site to assist emerging and existing businesses on all aspects related to planning, starting, managing, and exiting business. An assessment will be made by the counselor to assure that the business person gets the most relevant assistance possible. Trained counselors will be aware of all available resources and assure that follow up from other counselors is provided as appropriate. Counselors will coordinate to assure that *no one slips through the cracks*. Outreach services will be provided to persons in out-lying areas of Cache County, Box Elder County and Rich County through Chambers of Commerce, libraries, BATC and BRAG satellite offices.



8.0. Timeline for Initiation of Services

- January 2006, Phase 1: Business incubation and work force training began .
- October 1, 2007, Phase 2: One-on-One counseling is provided by SCORE, BRAG, USU Extension, Small Business Development Center (SBDC), and Chamber counselors by appointment. BATC and Chamber staff manage phone calls and walk ins by connecting entrepreneurs with the most appropriate counselor based on their needs.
- January 1, 2008, Phase 3: Small Business Development Classes will begin.
- July 1, 2008, Director of CBRC to be hired to administer facility.

9.0. Operations

The CBRC will be operated and managed by the CBRC Director.

CBRC Director – The director will manage and organize the CBRC environment. Providing the required resources to help new and expanding businesses. The Director will perform the following functions:

- Administer over facilities at the CBRC
- Facilitate as needed SBDC, SCORE, BRAG or other councilors to provide one-on-one counseling to businesses as needed
- Develop contracts and provide personalized counseling with companies occupying the incubator areas of the CBRC
- Manage associate businesses partnerships to provide resources as needed
- Organize and oversee training classes in all areas required in the CBRC
- Promote and advertise the CBRC
- Supervise CBRC personnel and instructors
- Oversee scheduling of the Kitchen Incubator facility
- Manage Financial Budgets for the CBRC

The CBRC will provide the following facilities and services to individuals and businesses

Incubator Businesses

- New startup or expanding businesses will have access to resources at the CBRC such as, Office Space, Light Manufacturing Space, IT and Phone Services, Secretarial Services, Copy Center, Conference Rooms, Computers, Library resources.

Associate Businesses

- For a yearly fee small businesses will have access to resources at the CBRC such as, Copy Center, Conference Rooms, Computers, Library resources.

Training Classes

- All areas of entrepreneurship and business management will be offered on a rotating basis.

Kitchen Incubator

- For an hourly fee small companies will be able to rent a FDA approved kitchen to



produce products for resale.

Entrepreneurship and Leadership

- Lectures and seminars from successful community business leaders as well as activities to promote entrepreneurship and business leadership.

10.0. Funding - Expenses/Revenues Operating Budget

One Time Funding Required

1. One Time Federal Funds Requested

- \$994,500 - Remodel Funds - Brick and Mortar from Federal Economic Development Grant
 - **Business Development Labs**
 - 6,000 sq ft
 - Light Remodel & Update Paint
 - Flooring, Ceiling Tiles, Lighting, Electrical
 - \$20 cost/sq ft
 - Total \$120,000
 - **Conference Training Area**
 - 3,000 sq ft
 - Remodel & Update Paint
 - Flooring, Ceiling Tiles, Lighting, Electrical, Walls
 - \$50 cost/sq ft
 - Total \$150,000
 - **Business Management Area**
 - 12,000 sq ft
 - Remodel & Update Paint
 - Flooring, Ceiling Tiles, Lighting, Electrical Walls
 - \$50 cost/sq ft
 - Total \$600,000
 - **Kitchen Incubator Area**
 - 2,490 sq feet
 - Remodel & Update Paint
 - Flooring, Ceiling Tiles, Lighting, Electrical, Walls
 - Plumbing, Ventilation
 - \$50 cost/sq ft
 - Total \$124,500

2. One Time State Funds Requested

- \$148,500 - Office Furniture, Computer and Media Equipment
 - 15 Offices Furniture/equip \$37,500
 - 20 Cubicles Furniture/equip \$30,000
 - Conference Room Furniture/equip \$5,000
 - 4 Training/Classrooms, Furniture/equipment \$40,000
 - Computer Center Furniture/equipment \$12,000



- 24 computer systems \$24,000

Ongoing Funding Required

Projected Expenses

- Total \$320,000 Annually
 - \$85,000 - M & O 20,000 sq ft 4.24/sq ft annually
 - \$12,000 – T1 - internet and Phone System annually
 - \$85,000 - CBRC Director position w/benefits
 - \$40,000 - CBRC administrative staff w/benefits
 - \$75,000 – Adjunct Faculty Instructional Staff
 - \$3,000 – Testing and Assessment
 - \$10,000 - Office and copy center supplies and equipment
 - \$5,000 – Travel and Training
 - \$5,000 – Curriculum Development

One Time Revenues

- Total \$1,136,000
 - \$10,000 Cache Initiative Economic Development Funds
 - \$25,000 Incubator Kitchen Equipment
 - \$820,000 Original Purchase of Building & Property
 - \$100,000 Renovation money from BATC
 - \$21,000 Parking Lot Improvements From DFCM
 - \$150,000 Heating & Mechanical updates from DFCM
 - \$10,000 Furniture from Quest

Ongoing Revenues

- Total \$115,000 - \$155,000
 - \$80,000 - \$120,000 - 15,000 sq ft leased to small businesses at \$8.00/sq ft annually 2006/2007 revenues approximately \$122,000 - used to start remodeling of facility
 - \$25,000 - Class Tuition
 - \$5,000 - Associate Fees
 - \$5,000 – Conferences and seminars

Total Required Ongoing State Funds

- Total \$205,000

11.0. Marketing

The CBRC will be marketed throughout the community through every available media option. Currently the BATC catalogs and flyers are adding information about the CBRC. A website is being developed www.cachebrc.com to offer a training calendar and resources available through the CBRC. Emails are sent out directly to a mailing list of industry and local contacts. The BATC newsletter “Technically Speaking” is featuring the



new resources available at the CBRC in the next issue. Newspaper and radio ads will be used to promote the CBRC as well as the services offered. An informational flyer is being developed to promote the CBRC. Entrepreneurial contests will be added to the skills contests now being offered at BATC to allow the entrepreneur clubs at the high schools to compete and be exposed to the opportunities.

12.0. BRC Metrics

The Cache Valley BRC is committed to the collection and evaluation of metrics that show the results of services offered to entrepreneurs and businesses assisted. There are at least two categories or types of metrics that will be developed and implemented by the BRC:

- One set of metrics will help improve the quality and consistency of services offered. These metrics will include such measures as numbers of entrepreneurs counseled, trained and mentored; numbers of business plans completed; and client quality surveys and exit reports.
- Another set of metrics will measure the impact of BRC services on businesses and jobs created, financing and loans received, and businesses graduated from public or quasi-public to private sector assistance.