WEAVING AN ARTISAN'S VISION WITH SITE

The WEAVE Marketing and Training Cooperative:
Wyoming's Entrepreneurial Artisans enVisioning Excellence

A business plan for integrating a skill-based training program and marketing arts cooperative to foster entrepreneurship as an income source for Wyoming's artisans

December 2003
## Table of Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Executive Summary</td>
</tr>
<tr>
<td>2</td>
<td>The Business: Its Mission, Goals and Objectives</td>
</tr>
<tr>
<td>3</td>
<td>Background Information</td>
</tr>
<tr>
<td>4</td>
<td>Organizational Matters</td>
</tr>
<tr>
<td>5</td>
<td>SITE Training Program</td>
</tr>
<tr>
<td>6</td>
<td>WEAVE Training and Marketing Program</td>
</tr>
<tr>
<td>7</td>
<td>Financial Plan</td>
</tr>
<tr>
<td>8</td>
<td>References</td>
</tr>
<tr>
<td>9</td>
<td>SITE Client Success System</td>
</tr>
<tr>
<td></td>
<td>- Client contact letter</td>
</tr>
<tr>
<td></td>
<td>- Client Intake Form</td>
</tr>
<tr>
<td></td>
<td>- Tell Us More Form</td>
</tr>
<tr>
<td></td>
<td>- Client Contract</td>
</tr>
<tr>
<td></td>
<td>- Self-Employment Plan Form</td>
</tr>
<tr>
<td></td>
<td>- Agency contact letter</td>
</tr>
<tr>
<td></td>
<td>- SITE Referral Form &amp; Eligibility Requirements</td>
</tr>
<tr>
<td>10</td>
<td>WEAVE Membership Documents</td>
</tr>
<tr>
<td></td>
<td>- WEAVE Membership Application</td>
</tr>
<tr>
<td></td>
<td>- WEAVE Jury Session Application</td>
</tr>
<tr>
<td>11</td>
<td>Critical Milestones &amp; Marketing Schedule</td>
</tr>
<tr>
<td>12</td>
<td>Financial Projections</td>
</tr>
<tr>
<td></td>
<td>Profit &amp; Loss Statements, 2004-2006</td>
</tr>
</tbody>
</table>
Section 1. Executive Summary

1.1 Overview

Two growing market segments, the arts and crafts industry and home-based businesses, become the focus for the development and implementation of a training program and marketing cooperative to help Wyoming needy families earn a sustainable income while caring for their children at home. The Wyoming Women’s Business Center (WWBC) has received a one-year TANF Bonus Grant from the Wyoming Department of Family Services to:

1) Develop the Sustained Income Through Entrepreneurship training program (SITE TP) - a training program to promote self-employment and economic self-sufficiency among low income families in Wyoming,
2) Develop the infrastructure for an arts and crafts marketing cooperative (hereafter called “Coop”), and
3) Implement an arts/crafts and entrepreneurial training program (Coop TP) for Wyoming artisans to improve their skills, gain market access, and sell products.

A portion of the grant will also be used to help low income people develop a disciplined approach to personal saving through Individual Development Accounts (IDA), and to help SITE program participants with emergency expenses.

The SITE TP must be completed and the Coop infrastructure in place by the end of the TANF grant period, September 30, 2004. After that, the Coop and Coop TP must be self-sustaining. This business plan covers the critical steps and potential profits in making the SITE TP, the Coop and the Coop TP a reality.

1.2 Missions

The mission of the SITE TP is to foster entrepreneurship as a long-term sustainable income source for Wyoming residents living in poverty. It will provide education, start-up support and mentoring services to create the capacity for each client’s entrepreneurial success.

The Coop will promote economic self-sufficiency for Wyoming artisans and craftspeople by providing an opportunity to sell their wares to a worldwide market through both online and physical venues.

The Coop TP will offer ongoing training in various arts and crafts and in business education.
1.3 Objectives

The focus of this business plan is to ensure the completion of the following objectives for the SITE TP, Coop and Coop TP:

- The SITE TP will enroll 50 low income clients during its start-up year and 70% of those will start their own home-based business.
- The SITE TP will enroll 30 clients into an IDA program.
- The SITE TP and Coop will conduct marketing research to identify a product line that can employ artisans (in a production capacity) in the future. Developing a unique product line that would address a potential market niche would provide employment and training opportunities for artisans that do not have or are not interested in developing a home-based business.
- The Coop will be implemented by October 1, 2004 with a multi-faceted distribution network: a seasonal (Christmas) retail location, a mobile arts and crafts fair, and a web site; all in place to support the marketing required to reach a broad and sustainable market.
- The Coop will be financially self-sufficient by December 31, 2006.
- The Coop intends to make profits in 2007 and beyond that will be distributed to its members.
- The Coop TP will determine training needs and offer arts and crafts and business training to its members that will continue into 2005 and beyond.

1.4 Financial Highlights

The financial highlights for this three-year plan are the sales revenues generated by membership dues and product sales in 2004-2006. Projected net margins are included in the graph below.

![Graph of Sales Summary, 2004-2006](image)

<table>
<thead>
<tr>
<th>Year</th>
<th>Gross Sales</th>
<th>Cost of Goods</th>
<th>Operating Expenses</th>
<th>Net Margin</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004</td>
<td>$16,000</td>
<td>$5,600.00</td>
<td>$16,650.00</td>
<td>$(6,250.00)</td>
</tr>
<tr>
<td>2005</td>
<td>$60,000</td>
<td>$33,600.00</td>
<td>$72,800.00</td>
<td>$(46,400.00)</td>
</tr>
<tr>
<td>2006</td>
<td>$112,000</td>
<td>$67,200.00</td>
<td>$73,000.00</td>
<td>$(28,200.00)</td>
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</tbody>
</table>
The activities during year-one (2004) are primarily funded by the TANF grant. At the end of year one, the cooperative will be in place and product sales will have started. The revenue targets for these three years are $16,000 for 2004, $60,000 for 2005 and $112,000 for 2006.

Grant funding will be necessary to provide the cash flow to maintain the cooperative operations while a customer base is established and breakeven sales are reached.

1.5 Critical Success Factors

The financial targets are attainable through effectively partnering with local and regional economic development organizations to attract the artisans, providing outstanding training programs for the artisans, and developing an aggressive, grassroots marketing program for branding the cooperative as the premier source of quality Wyoming-made products.

More specifically, the success of these programs depends on the following key elements:

- **Local and community support** – Generate local and community level support of the SITE TP, Coop TP and Coop. Every community should know the artisans and the available crafts in their area. Positive word-of-mouth advertising will carry to other customers throughout the state and region.

- **Self-employment opportunities** – Develop a quality training program that is recognized as producing skilled artisans and highly valued arts and crafts. Business planning and determining market potential for each product type will be an important part of the training program.

- **Selling and marketing power** – A solid business infrastructure supporting marketing and customer service activities can attract and retain an international customer base. The organization must initially attract local and tourist dollars to support the development of the cooperative through retail and online sales.

- **Excellence in product and service fulfillment** – Customers do not buy features, they buy benefits. The Coop must provide what customers need/want and the products must satisfy customer expectations. Long-term customer satisfaction is critical to the survival of the Coop.

- **Unique product line** – Identify and develop a particular art or craft industry that can support several SITE TP clients once training is completed. Marketing research for the appropriate product line can be conducted during the SITE TP development.
Active participation – Clients who complete the SITE TP and start home-based businesses producing arts or crafts will be invited to join the Coop and Coop TP. Clients whose products pass the jury process can sell their wares through the Coop. All coop members may enjoy Coop membership benefits such as training opportunities, art community events, craft show involvement, and group purchasing power. Some clients may be involved in retail selling activities, and others may eventually mentor new trainees in the program.
Section 2  The Business: Its Mission, Goals and Objectives

2.1 General Description of the Business

The WWBC, a project of the Wyoming Coalition Against Domestic Violence and Sexual Assault (WCADVSA) has initiated the SITE TP that will work to economically empower Wyoming families with income below 185% of the federal poverty level. This program is funded by a $1.2 million TANF Bonus Money grant administered through Wyoming’s Department of Family Services. The purpose of the SITE TP is to provide training and start-up assistance to needy families so they can operate successful home businesses while caring for children at home.

The ultimate goal of the SITE TP is to train artisans and other entrepreneurs in a particular craft or skill area so they can start home-based businesses. Another outcome of the program is that clients who choose to start arts or crafts businesses will have access to a marketing venue for their products via an established marketing cooperative. The marketing cooperative will be owned and operated by the artisans.

The success of the SITE TP will be determined by the number of clients that achieve self-sufficiency. A secondary measure of the program’s success will be the level of client participation in the IDA program, which is designed to low income people develop a disciplined approach to personal saving through Individual Development Accounts (IDA). The SITE TP will also provide funds to participants for emergency expenses.

2.2 Mission

The mission of the SITE TP is to foster entrepreneurship as a long-term sustainable income source for Wyoming residents living in poverty. SITE will provide education, start-up support and mentoring to create the capacity for each client’s entrepreneurial success. The mission of the IDA program is to enroll 30 clients who will set goals to save dollars toward the start-up of a business, obtain other training, or purchase additional equipment necessary to become self-sufficient.

The mission of the Coop and Coop TP is to provide the business infrastructure and continuing business training opportunities to support clients’ entrepreneurial endeavors and help them market their products to a worldwide audience.

2.3 Goals and Objectives

In order to enhance participants’ value in our programs, SITE will make a commitment to establish the program’s success in a variety of ways, including:

- Develop customized training for each client to ensure their entrepreneurial success
• Maximize resources available from strategic partners to support client training and development
• Establish community art shows for launching the products and celebrating the successes of clients in arts or crafts businesses
• Expand marketing opportunities via visiting tourists, seasonal retail outlets and online sales

The two critical components to this program (skill training/product development and business training and product marketing) will be monitored according to the following goals.

2.3.1 Goals for SITE TP

• Identify and recruit 50 clients into the program by 3/31/04
• Develop personalized educational program for each client within 1 month of joining SITE
• Match client with mentor that offers expertise to support client’s training as appropriate
• Provide needed training in production techniques, including industrial processes and production (space and time) management
• Assist each client in completing a marketing and financial plan within 2 months of joining SITE
• 30 clients will have started their own business or be employed by December 31, 2004
• 30 clients will be enrolled in IDA program by September 30, 2004
• 50 clients will complete business plans by September 30, 2004

2.3.2 Goals for Coop and Coop TP

• Incorporate Coop by April 30, 2004
• Identify Coop Board members by May 31, 2004
• Set quality standards for products and implement jury process by August 1, 2004
• Determine seasonal retail location by September 30, 2004
• Hire Coop Director by September 30, 2004
• Complete development of online retail store by September 30, 2004
• Recruit 80 members into cooperative by December 31, 2004
• Participate in at least four open houses/art shows during 2004
• Participate in national tradeshow during 2004
• Continue recruiting 15 new members per year to join cooperative
• Become financially self-sufficient by December 31, 2006
2.4 Performance Outcomes

The overall success of the SITE TP will be determined by the following parameters that will be included in the final report to sponsoring agencies.

- Higher percentage of home-based business start-up within target sector
- Decreased need for government assistance within target sector
- Higher percentage of program clients working at home
- Increased knowledge and skill level of program clients
- Increased income through entrepreneurship or employment of program clients
- Membership by 80 percent of SITE TP clients in Coop
Section 3  Background Information

3.1 Arts & Crafts Industry in the U.S.

In survey results published in April 2001, the Craft Organization Directors Association (CODA) announced that the American Craft Industry represents a $13.8 billion annual market. The survey was undertaken in an effort to prove that the making and selling of handmade objects has significant economic impact. The arts and crafts industry in the U.S. has long been considered a “hobby” industry; while it is a valued contributor to the cultural and educational life in the United States, the size and impact of the industry had never before been measured.

The following statistics are drawn from The CODA Survey: The Impact of Crafts on the National Economy, prepared by the Center for Business Research, John A. Walker College of Business, Appalachian State University, Boone, NC, March, 2001.

- Craft sales total $12.3 to $13.8 billion per year.
- Approximately 106,000 to 126,000 craftspeople work in the U.S.
- The average gross sales/revenue per craftsperson is $76,025.
- Median household income of craftspeople is $50,000 per year, 26% above the national median of $39,657.
- Income from craft activities comprises 47% of household income on average.
- 22% of craft households derive all of their income from crafts.
- Direct retail accounts for 52.9% of annual sales, with just over one-half sold at craft fairs.
- The average craftsperson derives 27% of annual sales from wholesale and 11.2% from consignment to galleries.
- Craftspeople that have paid employees have three times the household income and ten times the sales/revenue of those that work alone.

The profile of the typical craft business owner is:

- 64% of craftspeople are female.
- 41% are between the ages of 46 and 55. The median age is 49.
- 79% of craftspeople work in a studio located on or in their residential property.
- 78% are members of a craft organization.
- 64% work alone in a studio, 18% work with a partner or family member, and 16% work with paid employees.
- 60% of gross annual sales occur within the home state.

The results of the study are based on 7,500 completed surveys, a return rate of 7% of the available 100,000 surveys.

3.2 Current/Future Industry Trends
Many important observations were made from the craft industry survey. The survey validated the craft industry as a growing network of small businesses with tremendous impact on the economy. Further, the relationship between arts and crafts and cultural tourism was emphasized as a strategy to capture part of the tourist dollars. This trend represents an opportunity for economic development organizations to focus on this segment of the economy and develop strategies to encourage the growth and development of the home-based arts and crafts business. Ultimately, smaller businesses have a significant impact on local economies as most jobs are created by the small business sector. The SBA's 2003 advocacy report reveals that more than 99 percent of all American businesses are small and create half of the U.S. private non-farm output and create over two-thirds of the net new jobs. In addition, 52% of all small businesses are home-based. The craft industry and home-based businesses are both growing sectors of the U.S. economy.

3.3 Doing Business in Wyoming

According to the SBA Office of Advocacy's 2003 State Small Business Profile, Wyoming had a 1.0 percent increase in the number of employer businesses. There were 19,339 firms operating in the state in 2002, of which 2,275 were new. In Wyoming, 96.6 percent of all Wyoming firms were classified as small businesses. Firms with fewer than 500 workers employed 69 percent of the state's 174,614 non-farm sector employees. The net change in job gains between 1999 and 2000 was entirely due to small businesses. The small business segment in Wyoming continues to be a source of economic strength.

The number of self-employed persons decreased 14.7% in 2002. Self-employed women totaled 10,807, or 42.4% of the self-employed workers. Women owned businesses totaled 11,100, of which 19.8 percent had employees. (US Department of Labor, Bureau of Labor Statistics, 2002) Non-farm proprietors’ income — a partial measure of small business income, was $150 million in Wyoming in 2002 (US Dept. of Commerce, 2002).

While the small business sector has the potential to move Wyoming's economy forward, there are some obstacles that can hinder its growth. Wyoming's rural character (5 residents/sq. mi.), geographic obstacles and harsh climate can create physical isolation and limit the self-employment and economic opportunities for many residents. Other barriers to self-employment may include a lack of business acumen, lack of a marketable craft or skill, limited access to markets and lack of start-up capital. Self-employment is usually not an option for low income residents. In addition to the barriers listed above, low income individuals may lack reliable transportation and affordable child care. Furthermore, financial emergencies frequently arise and take precedence over financing a home-based business.

When self-employment becomes unattainable, the employment choices for low income people are often limited to low-paying, non-benefited positions with little opportunity for advancement. Temporary or seasonal jobs in the tourism service sector often
present the best employment opportunities. In Wyoming, the industries with the most employees are lodging and food services (US Dept of Labor 2002). In addition, 24% of Wyoming's families are headed by a single parent, so multiple income sources are not always viable. Finally, the average Wyoming woman earns 66.8 percent of what a man earns, the highest gender-based wage disparity in the U.S.

However, Wyoming is an attractive place to do business when considering the lack of state income and inventory taxes, lower utility rates and an overall favorable climate for small business development and sustainability. In 2002, Wyoming ranked as the third most business-friendly state in the nation. Additionally, the arts and crafts industry has been identified as one of Wyoming's 30 fastest growth occupations by the Wyoming Dept. of Employment, with a projected growth of 35.5% by the year 2003.
Section 4 Organizational Matters

The three main activities of the SITE TP, Coop and Coop TP are client development, marketing, and resource management. The SITE Project Coordinator oversees client development, including training, development and education outreach for SITE participants (Case Manager duties). The Steering Committee oversees SITE TP resource management functions such as grant administration, strategic planning, legal issues, accounting and finance, fundraising, and other administrative issues. The Coop Director and Coop Board of Directors oversee all Coop marketing efforts, ongoing training for Coop members and recruitment of new Coop members and Coop resource management.

4.1 Organizational Structure and Management for SITE

The WCADVSA was awarded the $1.2 million in TANF Bonus Money to implement the SITE TP, so the WCADVSA will oversee the SITE program and will be responsible for directing the employees and the steering committee.

An organizational chart for the SITE TP appears below:

4.1.1 Strategic Partners
Five strategic partners will participate in the training program. Each organization will have at least one member on the SITE steering committee as identified in the organizational chart. Rosemary Bratton, Executive Director of the WCADVSA will chair the steering committee.

- Wyoming Coalition Against Domestic Violence and Sexual Assault (WCADVSA) is the parent organization of the Wyoming Women’s Business Center.
- Wyoming Women’s Business Center (WWBC) will hire the Project Coordinator and Case Manager and administer the grant.
- Wyoming Division of Vocational Rehabilitation (DVR) will market the program to their disabled clients who would benefit from the training and apprenticeships.
- Wyoming Small Business Development Center (WSBDC) will assist in training and marketing efforts.
- Wyoming Business Council (WBC) will help with training and marketing of the program.

4.1.2 Personnel Plan

The SITE TP will have two employees to carry out the responsibilities outlined by the WWBC.

SITE Project Coordinator - The Project Coordinator will manage the SITE program as a salaried employee of the Wyoming Women’s Business Center. The Project Coordinator will supervise and coordinate the development of the training programs and ensure that clients receive the necessary education, training and support. The Coordinator will oversee development of the infrastructure for the Coop and Coop TP. This position could evolve into the Manager of the Coop at the end of the first year. The Project Coordinator will make the day-to-day decisions for the SITE TP and the Coop. The Project Coordinator will have short term (immediate) decision authority by the WCADVSA and the Steering Committee. The Coordinator will make decisions on purchasing supplies, marketing products, hiring and firing of employees and will represent the Coop in all interactions across the state, with other cooperatives and with economic development organizations.

SITE Case Manager - The Case Manager will works as liaison with the strategic partners, state, and referral agencies to recruit low income clients into the SITE TP. The Case Manager will direct the development of the individualized training program for each client and helps the client develop the self-employment plan. The Case Manager will provide guidance and monitors client progress in the program. Regular counseling sessions will be held with each client and monthly progress reports submitted for each client.
Facility & Clerical Support - All employees will work out of the SITE office space at
1465 North 4th, Suite 120. Additional clerical and administrative support will be
available through the WWBC.

4.1.4 Mentor Program
A critical component to this training program will be the development of a pool of
skilled artisans who would serve as mentors and educators during the apprenticeship
portion of the SITE TP. Artisans trained in this program will also be slated as future
mentors for the program.

4.2 Business Structure and Management for the Coop and Coop TP

The Coop and Coop TP will be incorporated in 2004, while the SITE TP is being
implemented. The Coop will be in operation at the completion of the SITE TP and will
provide additional market access for qualifying SITE artisans.

The main activities organized in the Coop are marketing, artisan recruitment and
development, and resource management. The Coop Director and Coop Board of
Directors oversee all Coop marketing, ongoing training for Coop members and recruitment of new Coop members and resource management functions such as strategic planning, legal issues, accounting and finance, fundraising, and other administrative issues. A marketing committee will be responsible for implementing a marketing program, including product promotions, arts and crafts evaluation and the Coop jury process.

4.2.1 Doing Business as a Cooperative
Cooperatives are unique to other corporations as they are created for and owned and controlled by their members. Cooperatives are formed by a group of people in a similar industry that can obtain products or services, and also market their goods, more cost-effectively as a group than on their own. Members enjoy the benefits of the cooperative based on a monetary or time contribution to the cooperative during the year.

A cooperative is similar to other corporations in that the cooperative has to be incorporated under state law. It is then identified as a separate legal entity, and must operate under bylaws and have a functioning Board of Directors. Qualifications for cooperative membership are set by the Board and are identified in the by-laws.

Most cooperatives operate as non-profits. In Wyoming, the Wyoming Non-Profit Corporation Regulations (Title 17, Chapter 19) outlines the way non-profits do business.

Even though cooperatives elect to operate on a non-profit basis, they still aim to create profits like any other business. Cooperatives are single-taxed and personal property, sales, and payroll taxes. Cooperatives share their earnings with members through patronage dividends which are then taxed at the individual taxpayer level.

Each member of the cooperative has one vote and the cooperative operates by majority rule. The members of the cooperative elect the Board of Directors at the annual meeting.

4.2.2 Management & Personnel Plan for the Coop and Coop TP
The management team will include a Board of Directors (seven members) and two employees, Coop Manager and an administrative support person.

Board of Directors - The Board of Directors is responsible for the long-term goals and the overall operation of the cooperative. The Board consists of seven members: three representatives elected at large from the artisans/members, three representatives from Wyoming’s community of economic development community and 1 position for the Cooperative Manager. The Board of Directors hires and works closely with the Manager in developing the marketing cooperative. The Board oversees staff compensation, purchase of capital assets or buildings, fund raising, issuing stock and financial management of the cooperative. The Cooperative Manager and the Board work closely on strategic goals and plans for the
cooperative, but the Board has the ultimate decision making power on long-term strategies.

**Coop Manager** - The Manager will coordinate all Coop operations. The manager will oversee the development of the infrastructure for the statewide Coop and incorporate the SITE training concepts into a cooperative training component. The Manager will have short term (immediate) decision authority by the Board of Directors. The Coop Manager makes decisions on purchasing supplies, marketing products and hiring and firing of employees. The Manager directs the development of individualized training programs and self-employment plans for new Coop TP clients, provides guidance and monitors client progress in the program.

**Marketing Committee** – All marketing activities will be implemented by a marketing committee comprised of members and other volunteers. The committee will continue the work of the marketing consultant hired during the SITE TP period. The committee will oversee the development of the crafts divisions and jury process and the hands-on training program for the cooperative, including order fulfillment and customer support functions.

### 4.4 Operating Controls & Outsourcing

#### 4.4.1 Risk Management
Insurance coverage will be purchased for all equipment and inventory. General liability coverage will be necessary for a retail outlet. Unemployment and worker’s compensation insurance will be paid through payroll taxes.

#### 4.4.2 Record Keeping Functions
Software programs designed specifically for cooperatives will be evaluated and purchased for this venture. This specialized software tracks cooperative inventory and members’ sales. A bookkeeping program such as Quickbooks will be implemented to track the day-to-day transactions and payroll functions.

#### 4.4.3 Professional Services
An accountant will be consulted to advise the cooperative on the most appropriate accounting system and software programs for maintaining financial information. An attorney will be employed to assist in preparing the articles of incorporation and bylaws for the Coop.

#### 4.4.4 Reporting Requirements
Client files will be maintained for all clients. These files will include:

- Intake forms to gather demographic and needs information
- Assessment forms outlining client education, experience and skills
- Individualized self-employment plan for each client, identifying goals, objectives, action steps, and critical milestones
- Documentation of regular counseling sessions
- Forms for emergency funds requested
- Certifications of Completion for all trainings and workshops
- Monthly progress evaluations for each client
- Annual progress reports for each client
SECTION 5 SITE TRAINING PROGRAM

This section addresses the needs of clients of the SITE TP.

5.1 Training Program Components Supporting Self-Employment

Certain industries (arts and crafts, medical transcription, bookkeeping, desktop publishing, etc.) lend themselves to home-base businesses, enabling parents to care for their children at home while earning an income. This factor, combined with a training program that provide the skills and business resources necessary to start a business, will create self-employment opportunities to the targeted client base.

5.1.1 Self-employment plan
Each client will have an individualized self-employment plan that will identify goals and objectives along with action steps and critical milestones for accomplishing their objectives. A sample self-employment plan modeled after the DVR self-employment plan will be developed for SITE TP clients.

5.1.2 Business plan
Each client will develop a simple business plan consisting of cash flow projections and a marketing plan (description of market potential, targeted audience, financial goals, marketing objectives). A NxLeveL online business plan writing course will be developed for the SITE clients.

5.1.3 Customized training
SITE clients will complete an assessment that will determine their aptitudes for various types of businesses. Once a business interest has been identified, the client will be trained in the specific skills related to it. Clients will work with the Case Manager to complete a personalized training program and funds of up to $2000 per client will be supported by the SITE project for business start-up training. In addition, the SITE project will seek to place clients in apprenticeships with appropriate mentors.

5.1.4 Start-up capital
As clients gain the skills needed to run home-based businesses, they will need business start-up resources such as materials, supplies and equipment required for production level activities. The SITE program will include a pool of funds that can be used for capital and supply purchases. The client is required to complete a self-employment plan and business plan prior to receiving any start-up funds.

5.1.5 Educational workshops
A variety of business training workshops will be developed for SITE clients. Workshop topics will include the basics of successfully growing a business, along with time and space management. These workshops will also provide networking opportunities for artisans to meet other artisans and discuss issues of importance to them.
5.1.6 Child care program
The child care barrier that many low income recipients face will be handled creatively by the SITE project by assisting clients in setting up their home-based businesses. These businesses will enable parents to care for their children at home while generating an income for themselves. In addition, training will be provided to assist the clients with effective household management to encourage the successful merging of business into the home. Other child care resources include DFS assistance applied to community day care programs.

5.1.7 Transportation
Low income individuals often lack reliable transportation and find it difficult to commute daily to a workplace. The SITE project responds to this barrier in two ways. First, because the business will be home based, the need for a daily commute is eliminated. This strategy will significantly reduce the need for the client to travel, nonetheless, the client will still have periodic needs for transportation to pick up supplies, run errands, attend classes, etc. Therefore, the SITE project will also assist clients in saving funds for transportation upgrades through an Individual Development Account (IDA) (described below) and an emergency fund, which provides funds on an as-needed basis for car repair and other unexpected transportation related costs.

5.1.8 Emergency funds and IDA program
Low income individuals often find themselves faced with financial emergencies such as broken down cars, medical emergencies, home repairs, relocation needs, and other situations that require instant cash. The SITE project will establish an emergency fund that would assist with these emergencies. This program would be modeled after a similar one that has been successfully used by the Wyoming Coalition Against Domestic Violence and Sexual Assault.

In addition to the emergency fund, the SITE program would also partner with the Wind River Development Fund and Financial Solutions of Wyoming to establish an IDA program. IDAs are savings accounts for people with low incomes who are working and saving towards the purchase of a specific asset such as a home, vehicle, educational or job training program, or business start-up. IDA program participants receive basic financial literacy training along with more advanced asset-related training to enable them to manage and retain their asset once they have acquired it. The SITE funds will be used to match the participants’ savings on a 2:1 basis. The matching funds provide the participants with a reasonable chance of actually purchasing their asset at the end of their savings and participation period. Until participants are ready to purchase their assets, their savings and matching funds are maintained in separate but parallel accounts, held by a partnering community financial institution. When a participant purchases an asset or enrolls in an educational program, their matching funds are transferred directly to the asset provider by the community organization. Since the early 1990s, IDA programs have
been established in at least 44 states. Wyoming is one of the few remaining states that does not yet have an IDA program.

5.2. Potential Clients

Wyoming's population is slightly more than one-half million people. There are an estimated 184,500 households in the state. An estimated 10.3 percent of Wyoming's population is considered to be in poverty (Poverty in the U.S.:2001, U.S. Census Bureau). The SITE project targets families who want to learn and/or market an art or craft or start another type of home-based business and whose income is at or below 185% of the federal poverty level. The family unit must earn less than 185% of poverty level and have at least one minor dependent in the household. The success of this program will be determined by the family's ability to relinquish government assistance.

5.2.1 Poverty Thresholds

The poverty guidelines for the 48 contiguous states and D.C. are used to develop the poverty thresholds by the Census Bureau. For a family unit with 2 members, the poverty guideline is $12,120; for 3 members, it is $15,260; 4 members is $18,400; and each additional person is $3,140 (U.S. Dept. of Health & Human Services, 2003 HHS Poverty Guidelines). The complete table of poverty thresholds for 2002 by Size of Family and Number of Related Children Under 18 years appears in Section 8. The 185% threshold amounts used for SITE TP eligibility are identified in the table below.

<table>
<thead>
<tr>
<th>Size of Family Unit</th>
<th>2003 Federal Poverty Guidelines</th>
<th>185% of Poverty</th>
</tr>
</thead>
<tbody>
<tr>
<td>One</td>
<td>$8,980</td>
<td>$16,613</td>
</tr>
<tr>
<td>Two</td>
<td>$12,120</td>
<td>$22,422</td>
</tr>
<tr>
<td>Three</td>
<td>$15,260</td>
<td>$28,231</td>
</tr>
<tr>
<td>Four</td>
<td>$18,400</td>
<td>$34,040</td>
</tr>
<tr>
<td>Five</td>
<td>$21,540</td>
<td>$39,849</td>
</tr>
<tr>
<td>Six</td>
<td>$24,680</td>
<td>$45,658</td>
</tr>
<tr>
<td>Seven</td>
<td>$27,820</td>
<td>$51,676</td>
</tr>
<tr>
<td>Eight</td>
<td>$30,960</td>
<td>$57,276</td>
</tr>
</tbody>
</table>

5.2.2 Wyoming Residents Below 185% of Poverty

The Annual Demographic Survey (March 2003 Supplement) published by the Dept. of Census and the Dept. of Labor-Bureau of Labor Statistics identified poverty status by state and the results are include in the table below. The report notes that readers should use caution when using the state estimates because there is high variability.
The report included the sample of Wyoming residents that are identified as income levels below 185% of poverty.

<table>
<thead>
<tr>
<th>Category of Wyoming Residents</th>
<th>All Income Levels</th>
<th>Below 185% of Poverty</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>ALL AGES</td>
<td>2744</td>
<td>758</td>
<td>27.6</td>
</tr>
<tr>
<td>Related Children, 5-17 years of age</td>
<td>826</td>
<td>270</td>
<td>32.7</td>
</tr>
<tr>
<td>Families with Female Head of household, no husband present, with children</td>
<td>276</td>
<td>162</td>
<td>58.7</td>
</tr>
<tr>
<td>Families</td>
<td>751</td>
<td>173</td>
<td>23.0</td>
</tr>
<tr>
<td>Related children, under 18 years of age</td>
<td>844</td>
<td>278</td>
<td>32.9</td>
</tr>
<tr>
<td>People 18 – 64 years of Age</td>
<td>1637</td>
<td>380</td>
<td>23.2</td>
</tr>
<tr>
<td>People 65 years and over</td>
<td>258</td>
<td>97</td>
<td>37.6</td>
</tr>
</tbody>
</table>

5.3 Client Recruitment Strategies

Client referrals will come from several sources including strategic partners, public relation activities involving community awareness campaigns, published directories of artisans and lists of participants at local craft fairs.

5.3.1 Agency Referrals

The WCADVSA, WWBC, WBC, SBDC and DVR will initially start a prospect list for the SITE TP. A sample letter that will be sent to the agencies appears in Section 9.

We will contact agencies serving the target sector and send information to assist with referrals of potential clients. Agencies include: WIC, Department of Family Services, Public Health, Council of Community Services, Employment Resource Centers and other Economic Development agencies.

In addition, the Wyoming Arts Council will assist in promoting the project to its members and help recruit artisans to participate in the training and apprenticeships and provide grant support through their Arts Access Program. The Wind River Development Fund will market the program to their Native American clients and
serve as one of several referring agencies. Red Feather Rehabilitation will also assist in marketing this program to its clients. The USDA will help set up infrastructure of the Coop.

5.3.2 Public Relations
Press releases will be sent to state-wide papers announcing the program and informing prospective SITE TP clients about the application process and contact information. A brochure will be sent to interested applicants. Additional follow-up will include an application packet.

5.3.3 Artisan Sources
While the initial focus will be on agency referrals and recruiting residents that meet the income eligibility requirements, a parallel effort should be on targeting artisans that have existing products and determine if they qualify for the SITE TP based on income. Several sources could be used to generate a prospect list of SITE TP clients, including:

- The Wyoming First Directory (09/04/03) has 166 members that were targeted for the Wyoming Craft Survey. These companies tend to be more advanced in their sales revenues and distribution channels. This may be good source for the mentors.
- The Wyoming Women’s Directory (07/31/03) has 204 listed members, thirty-one (31) of which are artisan or craft producers. These companies represent seventeen (17) different Wyoming communities. Eleven (11) of these companies are also included in the Wyoming First Directory and 12 of the 31 members already have web sites.
- Lists of participants at local tradeshows.
- Students from art programs at Wyoming seven Community Colleges.

5.4 Client Screening Process
Prior to enrollment in the SITE TP, applicants will be screened and grouped according to training needs and product offering. The intake form and initial discussions with potential clients will be used to assess training needs and determine whether the applicant qualifies for the SITE TP or would be better served in the Coop and Coop TP.

5.5 Client Success System
All requests for admittance into the program will be documented. Once an individual meets eligibility requirements and becomes a client of the SITE TP, an initial intake form will be completed. Intake forms will be used to gather demographic and needs information. A sample intake form is included in Section 9 along with other materials used in the client evaluation and feedback process.

The Case Manager will work with the client to develop a self-employment plan. This individualized self-employment plan will identify goals and objectives along with
action steps and critical milestones for the client. A self-employment plan template will be developed by the Site Coordinator.

Each client will develop a simple business plan that will include critical milestones. The client will meet regularly with the Case Manager to monitor the client's progress and ensure critical milestones are met for the self-employment plan. Regular counseling sessions will be documented along with trainings attended and action steps completed. Monthly case evaluations will be completed for each client along with an annual progress report.
SECTION 6. MARKETING COOPERATIVE & TRAINING PROGRAM

Because the SITE TP is a self-employment project, it is essential that the newly-created businesses have a market for their products. To this end, the Coop will be established. The Coop will be a separate non-profit organization that will assist the client businesses in buying materials at reduced prices and securing contracts to sell their products. The Coop will actively market client products that have passed the jury process through trade shows, seasonal retail outlets and an online retail site. Clients whose products do not pass the jury process or who have non-arts businesses may also join the Coop to gain market access.

This Coop will be modeled after a number of successful cooperatives, such as the Boulder Arts Cooperative and GROW Nebraska. In addition, we will research the Fair Trade Organizations that market products from developing nations. These organizations help impoverished people gain financial stability by selling their craft products at fair market prices.

Because the Coop will be an independent entity, it will continue to exist and offer support to member businesses long after the grant period has expired. To ensure the Coop’s success, a promotional plan is necessary both for recruiting members and for finding potential customers. The promotional plan would include public relations, media advertising, and collateral materials developed to educate stakeholders, partners, and purchasing consumers about the Coop and Coop TP.

6.1 Recognizing the Needs of Wyoming’s Emerging Artisans

In a 2002 survey sponsored by the WWBC (Rhea, 2002), 55 arts and crafts businesses across the state expressed an interest in a marketing cooperative. Fifty of the 55 respondents indicated an interest in joining a cooperative. Other observations taken from this survey include:

- Average time per week spent producing craft items: 22.18 hours
- Most common products: jewelry, food items
- Most common inputs: leather/rawhide and other fabrics
- Supply / material expense: $200 to $45,000 annually; approximate average yearly expense: $6,385
- Sales volume: $400 to $125,000; average annual revenue: $14,500
- Average 2001 gross profit: $8,136
- Most popular sales venue: craft fairs
- 72.7% use word of mouth (or no marketing) as primary marketing tool
- Average time in business: 8.9 years
- 9% have only one employee or operate solely by themselves; 27% have two employees
- 84% were self-taught in their craft
- 65% were interested in additional training, with marketing cited as most desired type of training
• 20% of the respondents are located in southeast Wyoming; 29% are located in northern Wyoming
• 36% indicated willingness to invest equity into the cooperative

Most small businesses hesitate to invest a lot of their revenues in marketing. Artists and craftspeople prefer tradeshow (face to face) and referral marketing. Because Wyoming communities are so isolated, word-of-mouth marketing is often ineffective. Unless the craft producer is prolific in expanding product offerings or skilled in marketing a limited product line, she/he will inevitably saturate the local market. Because 60% of the WWBC survey respondents indicated that marketing and distribution presented their greatest challenge, these activities will be the main goals of the Coop.

A statewide arts and crafts cooperative will help address the isolation of potential home-based businesses by networking new and established entrepreneurs so they can share information, resources and business opportunities.

6.2 Defining the Cooperative’s Products

The Coop will target several categories of original decorative, functional and wearable works and will recruit artists that can complete our initial product offering.

- **Au Natural** - Soaps, candles, aromatherapy, body lotions
- **Baskets & Pottery** - Hand woven baskets, functional clay ware, ceramic goods
- **Carving & Woodworking** - Wooden pens sculptures, canes, furniture, birdhouses, frames
- **Dolls & Collectibles** – Original dolls designed from variety of construction materials
- **Fiber & Wearable Works** - Clothing, bags, scarves, hats, mittens, accessories
- **Fine Arts** – Original paintings, photographs and prints
- **Glass Works** - Hand blown glass, stained glass
- **Iron & Metal Works** – Sculpture, furniture, house wares, frames
- **Jewelry & Gem Works** - Original jewelry, various metals or gemstones
- **Kids Only** - Products made by kids or for kids
- **Leather Goods** – Purses, bags, wallets, belts, accessories
- **Paper goods** – Paper, journals, gift boxes, frames, pictures, stationery
6.3 Recruiting the Artisans & Benefits of Membership

The Coop and Coop TP will benefit:

1. Wyoming’s novice arts or crafts persons wanting to learn how to market their work,
2. Current artists and craftspeople wanting to expand their retail and wholesale marketing efforts, and
3. Established artisans looking for advanced marketing opportunities.

To be eligible for membership, the arts and crafts must be designed and created by Wyoming residents, Wyoming-based businesses, or craft production groups located in Wyoming. Sales representatives are not eligible unless they participate as an employee of a craft production group.

The Coop will become a key to client business success by offering the following benefits:

- Bulk purchase of materials and supplies to help ensure a reliable supply of materials, often at a lower cost
- Joint purchase and use of machinery or equipment that may be too expensive for one individual to buy
- Training in production techniques, including industrial processes, and space and time management
- Identification of potential customers and target markets for member’s products
- Evaluation of customer needs
- Uniform quality standards, coordinated product lines, and guaranteed delivery to attract wholesale buyers
- Retail and wholesale services such as a retail shop, wholesale craft or gift trade shows, online web store, retail mail order catalogs, sales representatives or wholesale merchants

6.3 Conditions of Membership

Membership in the Coop will be drawn from the SITE TP participants and from the general artisan population of Wyoming. The SITE TP will be used as referral program for recruiting artisans into the Coop and Coop TP. All artisans in the SITE TP will be granted membership into the Coop, and their membership fees will be included in their supply budget. These artisans will still be required to compete in the jury process for selection into the merchandising program (web site, retail outlets, etc.) with applicable jury session fees.

6.3.1 General Membership

Applications for membership will be available online or in hard copy. Cost of membership in the cooperative will be $100 annually. All applicants will be listed
in the Coop membership directory which serves as the mailing list for all Coop program announcements. The membership directory will be available online and will include links to members’ web sites if available.

The membership application for the Coop is included in Section 10.

Generally, start-up costs for an arts and crafts enterprise are usually lower than other industries. By forming a cooperative, artisans can share studio space that they may be unable to obtain on their own. Members can also share expensive tools, kilns, or equipment by purchasing them together. Costs may be further reduced when supply purchases are combined in bulk. Other benefits of membership include:

- Educational and Training Programs – Technical assistance to help the artisans improve their skills. Registration priced at a 20% reduced rate.
- Marketing Workshops – Business training to assist artisans in product development and marketing strategies, business plan writing and implementation strategies. Registration priced at 20% discount.
- Mentor matching and Apprenticeship Program – Qualifying artisans will be matched with an experienced artisan in a customized training program.
- Monthly newsletter – Including events, membership news, marketing opportunities and educational tips.
- Networking & Referrals – Participate in our many networking events. Artisans can meet other artisans in their community for resource sharing and building a support network.
- Resources – Matching artisans with available resources of state and national organizations, publications and services targeted to the arts and crafts industry.
- A one-time 20% off purchase from the Coop’s online marketplace
- Reduced rates for office services including photocopying, computer printing, and faxing services
- Use of the Coop’s reference materials and lending library
- The opportunity to support the Coop’s mission

6.3.2 Juried Participants & The Jury Process
Only arts and crafts that are accepted by the jury process will be offered for sale through the Coop retail outlets and online marketplace. Interested artisans must apply for the jury process which occurs in August. At that time, the SITE Project Coordinator or Coop Manager will assemble a jury panel of five to seven industry experts, the majority of which are storeowners or buyers in Wyoming. These panelists will review the application packet and samples of the submitted work. Artisans will be notified by the middle of August regarding their acceptance into the cooperative. All artisans will receive review comments on their submitted work (suggestions for improving product quality, selling strategies, etc.).
Proposed 2004 Jury Deadlines:

SAMPLES MUST BE RECEIVED BY AUGUST 1, 2004
ARTISANS WILL BE NOTIFIED BY AUGUST 15, 2004
SAMPLES MUST BE PICKED UP BY AUGUST 21, 2004

The jury process provides an invaluable service to the cooperative and the participating artisans by assuring that all products sold through the Coop meet standards of exceptional quality. Furthermore, members of the jury panel will have the opportunity to purchase the products they juried to offer for sale in their own retail outlets.

In addition to the benefits listed for general membership, the successful juried participants will be eligible to:

- Use the Coop merchandising label
- Participate in the Coop’s advertising program
- Be listed in the Coop membership directory sent to national retailers (isn’t this a general membership benefit?)
- Participate in the Coop’s referral program for funding and resource providers
- Participate in the Coop’s wholesale and retail distribution channels (national trade shows, seasonal selling outlets, and when available, a retail store)
- Be a co-member in the Wyoming First Program and use of Wyoming First labels

The proposed application packet and cover letter for the 2004 Jury Session is included in Appendix 10.

6.4 Potential Membership Pool

Members for the Coop will be drawn from several areas:

1. Graduates of the SITE TP who choose to start arts or crafts businesses would become members of the Coop during 2004.
2. The Wyoming Women’s Directory (07/31/03) has 204 listed members, thirty-one (31) of which are artisan or craft producers. These companies represent seventeen (17) different Wyoming communities. Eleven (11) of these companies are also included in the Wyoming First Directory and 12 of the 31 members already have web sites.
3. The Wyoming First Directory (09/04/03) has 166 members that were targeted for the Wyoming Craft Survey and who may be interested in Coop membership.
4. We will also recruit from the University of Wyoming, statewide community college art programs, and participant lists from craft shows to identify potential artisans for Coop membership.
An estimate of the potential members is included in the table below.

<table>
<thead>
<tr>
<th>Potential Members</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>SITE ARTISANS</td>
<td>40</td>
<td>SITE ends 9/2004</td>
<td></td>
</tr>
<tr>
<td>Juried Entrants</td>
<td>40</td>
<td>60</td>
<td>80</td>
</tr>
</tbody>
</table>

6.5 Current Market Analysis (Customers)
While the previous section looked at recruiting membership for the cooperative, this section highlights the potential customers (retail and wholesale) and households that would purchase the goods sold by the cooperative.

6.5.1 U.S. Spending Trends
Between 1990 and 1999, average household spending grew by 2% to $36,995. Americans cut their spending on many discretionary items because their non-discretionary expenses were increasing. Americans are more cautious spenders than they once were, but spending patterns vary by demographic group. The most affluent households (those with incomes of $90,000 or more), spend more than three times the average household on some product categories. These items include lodging, household services, apparel and jewelry, cash contributions and gifts.

Household members aged 45 to 54 spend more than other age groups on household furnishings, clothing, entertainment, transportation, reading materials, education and gifts. The proportion of households with high incomes is greater in the 45 - 54 age group than any other.

6.5.2 Wyoming Income Distributions
Over 65% of Wyoming households earn less than $50,000 and over half of those households earn less than $25,000. The distribution of Wyoming household income is outlined in the following table:

<table>
<thead>
<tr>
<th>Income Level</th>
<th>Households</th>
<th>% of households</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than $15,000</td>
<td>32,698</td>
<td>17.7%</td>
</tr>
<tr>
<td>$15,000 - $24,999</td>
<td>28,884</td>
<td>15.6%</td>
</tr>
<tr>
<td>$25,000 - $49,999</td>
<td>58,840</td>
<td>31.9%</td>
</tr>
<tr>
<td>$50,000 - $74,999</td>
<td>39,055</td>
<td>21.1%</td>
</tr>
<tr>
<td>$75,000 - $99,999</td>
<td>16,297</td>
<td>8.8%</td>
</tr>
<tr>
<td>$100,000 - $149,999</td>
<td>5,836</td>
<td>3.3%</td>
</tr>
<tr>
<td>$150,000 -</td>
<td>2,890</td>
<td>1.6%</td>
</tr>
</tbody>
</table>
6.5.3 Wyoming Travel Industry Spending Trends
A report prepared for the Wyoming State Office of Travel & Tourism in October 2003 identified the economic impact of travel spending. Travel spending by all domestic and international visitors was over $1.8 billion in 2002. This is equivalent to $4.9 million per day. Travel spending has increased 4.4% every year since 1997. In the breakdown of travel spending by commodities purchase, the retail sector had $280 million in travel dollars spent.

The following table provides information for counties with over $100 million in travel spending.

<table>
<thead>
<tr>
<th>COUNTY</th>
<th>Travel Spending ($M)</th>
<th>Retail Spending ($M)</th>
</tr>
</thead>
<tbody>
<tr>
<td>ALBANY</td>
<td>100.9</td>
<td>12.1</td>
</tr>
<tr>
<td>LARAMIE</td>
<td>230.0</td>
<td>42.7</td>
</tr>
<tr>
<td>NATRONA</td>
<td>159.9</td>
<td>25.6</td>
</tr>
<tr>
<td>PARK</td>
<td>184.2</td>
<td>31.8</td>
</tr>
<tr>
<td>SWEETWATER</td>
<td>104.3</td>
<td>14.9</td>
</tr>
<tr>
<td>TETON</td>
<td>402.7</td>
<td>63.7</td>
</tr>
<tr>
<td>TOTAL (with all other counties included)</td>
<td>1,806.8</td>
<td>280.0</td>
</tr>
</tbody>
</table>

This information will be used to evaluate potential retail store locations for the Coop. Selling at community arts and crafts shows during the first year will indicate where product acceptance and sales are highest within the state. We intend to locate the Coop retail store in an area that can generate considerable potential income by capturing a high percentage of tourist spending.

6.5.4 Customer Buying Motives & Expectations
- Concern for healthy, earth-friendly lifestyle
- Reliability of product & after-sale service
- Product quality
- High level of service quality

6.5.5 Customer Analysis & Market Potential
The baby boom generation is markedly different than any other generation in several, key ways: a desire for and expectation of wellness, aggressive consumerism and a healthy disregard for authority and conformity. The baby boomers are the comparatively well-off, well-educated people in the 39-54 year old category. It is estimated that the baby boom generation of the US has 76 million members. Typically, armed with dual-income sources, they are the biggest spenders on gifts and household items.
We will categorize our target customer and draw those customers from the target groups characterized in the following table:

<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>Potential Customers</th>
<th>Avg Sale</th>
<th>TOTAL POTENTIAL SALES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>INDIVIDUALS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wyoming customers, Females, Ages 35 - 64</td>
<td>91,011</td>
<td>$20.00</td>
<td>$1,820,220</td>
</tr>
<tr>
<td>Mountain States Females, 35 - 64</td>
<td>Est. 3,000,000</td>
<td>$20.00</td>
<td>$16,000,000</td>
</tr>
<tr>
<td><strong>HOUSEHOLDS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wyoming Households, Effective Buying Income &gt;$75,000</td>
<td>25,023</td>
<td>$40.00</td>
<td>$1,000,920</td>
</tr>
<tr>
<td>Mountain States Households, Effective Buying Income &gt;$75,000</td>
<td>782,378</td>
<td>$20.00</td>
<td>$15,647,560</td>
</tr>
<tr>
<td><strong>RETAIL STORES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wholesale Accounts</td>
<td>325 establishments in Wyoming</td>
<td>$400.00</td>
<td>$130,000</td>
</tr>
</tbody>
</table>

Based on the Summary Statistics of Retail Trade for Wyoming (1997), there are approximately 325 retail stores in Wyoming (general merchandise stores; office, stationary and gift stores; other miscellaneous merchandise stores). A search of www.smartpages.com for the 307 area code, narrows that number to 153 gift shops, 75 department stores and 97 art galleries and dealers for a total of 325 wholesale outlets.

However the market is defined, the potential sales volume is large, easily over $1 million in annual sales. The Boulder Arts and Crafts Cooperative reports sales of $1.9 million annually, but it is an established business (32 years old) located in a large metropolitan area. In 2002, Boulder County had a household population of 271,000, with 50 percent females and 110,000 households with a median income of $61,493. Its population is concentrated in a small geographic area (compared to Wyoming) and it has an affluent market.

6.5.6 Competitive Analysis

Local galleries & retail stores
In Wyoming 153 gift shops, 75 department stores and 97 galleries compete for gift and household spending dollars.
Web sites Featuring Wyoming based products

- www.wyomingproducts.net
  features apparel, food, housewares, western décor, bucking horse & rider gifts
- Several independent web sites featuring Wyoming made products

Web sites featuring Arts Cooperatives

- Boulder Arts and Crafts Cooperative, www.boulderartscooperative.com
- Women Rural Entrepreneurial Network (WREN), www.theshopatwren.com
  (This outstanding web site is based on a program similar to ours, a community of women supporting artistic endeavors to create sustainable income.)
- Wisconsin Arts Cooperative, www.wisconsincommonmarket.com
- WEEST cooperative in New Mexico, www.wesstartistans.com

The Coop’s Competitive Strengths

- Start-up expenses covered by TANF grant
- International interest in western (cowboy) culture
- Demand for quality made Wyoming goods at reasonable prices
- In-house customer service and ability to respond promptly to customer requests
- Stable or increasing available market
- Passion of cooperative’s founding members
- Strong strategic partners promoting value of project
- Strong tourism trade in certain areas of the state
- Rural character of the state makes online shopping appealing

The Coop’s Competitive Weaknesses

- Existing competitors have established clientele
- Retail location won’t be established until 2005
- Customer base dispersed over large geographic area
- Market driven by shopping trends, difficult to predict
- No predictable financial resources after year 1

6.6 Marketing Plan & Budget

The following sections describe the marketing program and costs for implementing the Coop.

6.6.1 Marketing Objectives

- Recruit 40 Coop members in 2004 and increase to 80 by 2006
- Provide Coop membership for all SITE project clients who are starting art/craft businesses
- Establish 10 wholesale accounts in 2004
- Conduct 2 business skills workshop during 2004
• Develop a database of 2000 prospective customers during 2004
• Develop a database of 400 retail contacts during 2004
• Conduct 2 community art shows in 2004
• Participate in 1 national tradeshows during 2004
• Identify seasonal retail venue for 2004 holiday shopping season
• Complete Coop online marketplace and begin e-tailing by 9/30/04

6.6.2 Marketing Strategy
The overall marketing strategy of the Coop is to 1) market the Coop to potential members/stakeholders and 2) market Coop products to a targeted market group with both a brick and mortar and click and mortar distribution strategy. In general, our goal is to win and keep customers by providing high quality products and services combined with a commitment to outstanding customer service. We want to establish ourselves as the premier source of hand-made Wyoming goods.

6.6.3 Value Proposition
An audience of highly independent and affluent consumers requires an aggressive presentation of the value of our offering (for both members and customers) to encourage prospects to spend their time and money with the Coop.

MESSAGE FOR MEMBERS –
Representing the knowledge and experience of many veteran business owners, the Coop’s collective membership can offer valuable expertise to inexperienced entrepreneurs. The opportunity to network with peers as well as community leaders can provide value far in excess of the cost of membership. Members also have the chance gain market access and sell their works to a global market. Our focus on educational programs will provide all members with insight into effective business and marketing practices and strategies.

The Coop can help you:

• Supplement your income, gain financial independence, sell your work to shops, stores and galleries nationally and internationally
• Expand your market without leaving your home office
• Become better at your trade
• Educate yourself on growing your business effectively and profitably
• Network with other artisans for support, insight and encouragement
• Tap into shared resources and reduce start-up expenses
• Learn about emerging trends and customer needs
• Help other Wyoming artisans achieve their goals of entrepreneurship and self-employment

MESSAGE FOR CUSTOMERS—
The Coop can offer:
- Products that support your commitment to a healthy, earth-friendly lifestyle
- An opportunity to help Wyoming artisans achieve their goals of entrepreneurship and self-employment
- Prompt, reliable service
- Unique products for your gift-giving needs

6.6.4 Product Distribution & Creating Market Access

The toughest jobs for any artisan are operating their business and marketing their art or craft. Through the Coop’s marketing efforts, artisans of Wyoming made products can maintain their independence and creativity while reducing time spent on selling and promoting their art. When the Coop sets up a retail store (brick & mortar), members whose work passes the jury process will be provided retail and display place for their products. These artisans can then devote more time to their craft and less to selling and servicing each customer. The member-owners of the Coop will have input into the store’s day-to-day operations and can decide how their work will be displayed within the store. If the members elect to focus on a click and mortar strategy (web site distribution through an online marketplace), the Coop resources can help them reach a broader market and provide servicing on those sales.

The Coop will distribute products directly to customers as orders are placed. If the requested product is in stock, and the customer requests immediate shipment, the order will be shipped within 2 business days. In the case of unavailable shelf stock or custom orders, the Coop will generally target a 7-10 day shipping time on items in stock. Custom orders will require a longer turnaround time.

6.6.5 Marketing Program Components

Contact/Database Development - As customers and prospects are acquired, they will be placed in a customer database for future direct marketing activities. All promotional events will have a guest book available so that visitors can register for our mailing list. Critical fields for our customer database include: Names, Mailing Address, Telephone, e-mail, Account Type (Wholesale, Retail, Prospect), Lead source, Lead date, First order, Merchandise Preference. These fields will be used to generate quarterly reports on new customer activity and lead generation.

Marketing Research – We will continue to monitor our customers to determine how they heard about us and the preferred distribution channel. These critical statistics will be included in marketing reports. We will also provide marketing research services to the artisans that want to understand their market potential, customer needs and ideas for product development. These services will especially benefit members whose products have not yet passed the jury process for selling through the Coop.
Marketing Consultant – Proposals for marketing services will be evaluated in early January and selected based on qualifications, bids and timeline to provide the following services:

- Coop logo and slogan
- Public relations strategy and media/advertising campaign
- Overall marketing strategy covering all components of online and offline marketing
- Direct marketing materials and collateral materials i.e. business cards, letterhead, etc.
- Branding and positioning strategies of the Coop
- Online marketplace (web-based retail store)

Consultant(s) may be awarded all or part of the items listed above.

Promotional/Printed Materials - All published materials must include the Coop logo, our tag line/slogan and reference to the web site.

- **Brochures** – An informational brochure will describe the SITE TP, Coop, and Coop TP for 2004. These brochures can be used for new member recruitment and for mailings in response to information requests. A sample brochure is included in Section 10.
- **Business Cards** – generic card that can be distributed by Board members or volunteers.
- **Certificates of Appreciation** – for donors of merchandise or funds
- **Certificates of Membership/Membership cards** – for recognition of members in good standing
- **Flyers/Posters** – to promote upcoming community events. Can also be tied to announcement coming from web site.
- **Letterhead and Envelopes**
- **Merchandise Tags & Wyoming First Labels** – All merchandise sold from the cooperative will have Coop merchandise tags. Merchandise tags will display the Coop logo and mission. Contact information and web site will also be included.
- **Newsletter** – Monthly, single-page newsletter will be distributed to members and potential members via post and e-mail.
- **Postcards** – Self mailers to attract website customers
- **Thank-you cards** – Will be used to confirm receipt of application and thank applicants for their interest in the program along with anticipated response deadlines. A thank-you note will also be included to each customer in every order fulfillment.

Advertising – Advertising artwork and messages along with a media placement schedule will be developed by the marketing consultant. Potential placement for advertising will be in travel guides and trade publications for the targeted audience. Local advertising may be used to promote community art fairs but more regional/national publications may be used to promote Wyoming made gifts.
**Direct Mail** – Direct mail lists will be developed from list resources (smartpages.com, direct mail list publishers, membership directories, personal referral lists, community representatives and elected officials, professional service organizations, etc.) to identify customers that would benefit from our products and provide referrals to other customers. Postcard invitations will be used for community art shows. A monthly newsletter will provide customers and prospects with product specials and new product developments. After the shows, thank you cards will be sent to community organizers and artisans that participated in the show. Follow-up cards could also be sent to “new” attendees/artisans thanking them for coming to the event and encouraging them to continue to participate in the organization.

**Media/Public relations** – The Coop manager will foster relationships with members of the media community (newspaper, radio, TV). A media kit will be developed to publicize events of the Coop. The media kit, mailed in advance of each event to all local and regional publishers, will highlight the businesses featured at the show along with any workshop program or presenters.

Public radio and public TV spots will be used to recruit artisans, and promote programs and Coop events. We can also schedule Wyoming Today interviews with Wyoming Public Radio to highlight the schedule of events and gain exposure for the Coop. The audience for this informational program is statewide.

Press releases about upcoming events will be sent to statewide and local newspapers. The Coop manager will also request that newspapers provide pre- and post-event coverage. We will also provide press releases to the newsletters for the economic development organizations (WSBDC, Wyoming Business Council, Chambers, Wyoming Economic Development Association).

**Promotional gifts and giveaways** – We can select various artisans’ works as a thank-you gift for event organizers and participants that go “above and beyond” in making local events successful.

**Referrals & Personal Invitations** – We anticipate substantial impact from word-of-mouth advertising from our customers and contacts that are familiar with our products. Until a permanent retail location is available, it is important that community events and art shows are recognized as a preferred source for Wyoming made products. This referral marketing will play an important role in our success over the next three years. We will use our strategic partners to help us develop a list of potential contacts to invite to events.

**Seasonal Retail Space, Craft Shows and Point-of-sale Displays** – The Coop will take advantage of the Christmas trade season in high traffic areas. Several malls in the state offer rental of 10 x 10 booth spaces in common areas of their facilities at $30 per square foot. They also offer smaller retail shops on a seasonal rental basis at
$1.25 – $1.67/square foot. We could also negotiate display areas within other retail stores that agree to carry Coop merchandise. The merchant would be offered a commission on sales in this space. A craft show schedule for community shows will be developed and evaluated for participation during the Christmas shopping season.

Special events, Mobile Displays and Community Art Shows - Co-sponsored events – potential partnering organizations for this type of event include Wyoming Business Council, Wyoming Business Alliance, Wyoming SBDC, Wyoming Economic Development Association. Sponsor and strategic partner recruitment will occur with direct on-site presentations by members of the steering committee with materials that clearly demonstrate value of the program.

We will also take Coop art and craftwork across the state via mobile displays. The Coop will schedule community art shows that can occur in local galleries and feature Coop artisans. Retail shop owners and community residents will be invited to these shows. These events can be coordinated with other well-attended community events to draw from an existing trade audience.

Tradeshows – To solicit wholesale accounts for more advanced artisans, we will attend 3 national tradeshows during 2004. The costs associated with this activity will include exhibitor fees, booth development, shipping expenses and travel expenses for 2 staff and 10 clients to attend.

Web Site and E-marketing – Web site development will be provide by the marketing consultant(s). The SITE Project Coordinator will direct the web site development, focusing on the needs of the Coop. Web site training will be conducted so that all future web site maintenance will be done in-house. The web site development services will include:

- Strategize and map out entire web site
- Develop site with straight HTML server capabilities
- Develop site with eCommerce shopping cart ability
- Develop site with membership section for online application and dues payment
- Identify potential web host provider with secure server for transactional purposes and costs
- Train Coop staff in web site maintenance

Because it will be up and running before we have a physical retail location, the web site will be an important promotional tool for the Coop. The site will feature all products and artisans that were successfully juried into the Coop. The site will also feature new artisans and include an “Artisan of the Month”. Prospective members can register on the web site to receive notices about upcoming events and programs. Members and prospective members will receive a monthly newsletter via the web site. A monthly publication, along with email notices, will improve communication of critical information and raise awareness of membership benefits. Newsletters
will include coupons that offer discounted memberships to artisans that recruit additional members or savings on upcoming workshops.

6.6.6 Marketing Schedule
The critical milestones for the marketing activities are included in Section 11. Many of the items posted in this schedule can be completed by the SITE Project Coordinator. A final media placement schedule that includes promotional tools, the target segment and message to each target segment will be prepared by the marketing consultant(s).

6.6.7 Marketing Budget for 2004
Most of the marketing activities during the first year will be funded through the TANF grant budget. Many of the activities carried into subsequent years will come out of the operating budget for the cooperative. A supply of marketing materials will be developed during the first year and will reduce future expenditures for these activities. The following table identifies the costs for the activities described in preceding sections.

<table>
<thead>
<tr>
<th>Marketing activities</th>
<th>Activities</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketing Consultant</td>
<td>Logo design and slogan development, marketing and positioning strategies, advertising and newsletter development, media placement schedule 160 hours @ $75 per hour</td>
<td>$12,000</td>
</tr>
<tr>
<td>Printing</td>
<td>Brochures, business cards, letterhead and envelopes, membership directory, newsletters</td>
<td>$10,200</td>
</tr>
<tr>
<td>Advertising</td>
<td>Print advertisements in Wyoming travel guides and community papers</td>
<td>$8,000</td>
</tr>
<tr>
<td>Web site</td>
<td>Web site Development, E-commerce and shopping cart features, training and support on web site maintenance</td>
<td>$10,000</td>
</tr>
<tr>
<td>Retail Christmas Space(s) &amp; Community Craft Shows</td>
<td>Booths in common areas of mall in larger communities, fees for local craft fair participation</td>
<td>$12,000</td>
</tr>
<tr>
<td>Tradeshows</td>
<td>Fees, booth development and shipping expenses, travel expenses for 2 staff and 10 clients to visit 3 national shows</td>
<td>$27,000</td>
</tr>
<tr>
<td>Special Events, Mobile Displays &amp; Community Art Shows</td>
<td>Garden parties and teas, art shows and gallery openings, art-on-wheels mobile display of artisans’ works</td>
<td>$8,000</td>
</tr>
<tr>
<td>Totals</td>
<td></td>
<td><strong>$87,200</strong></td>
</tr>
</tbody>
</table>
Section 7  Financial Plan

7.1 SITE Project Expenses, December 1, 2003-September 30, 2004

The total SITE Project costs, including the development and implementation of the Coop and Coop TP is supported by the TANF grant and must be used by 9/30/04. The project costs are broken down in the following tables.

7.1.1 Salaries/Wages, Benefits and Payroll Expenses

<table>
<thead>
<tr>
<th>PERSONNEL</th>
<th>2004</th>
</tr>
</thead>
<tbody>
<tr>
<td>SITE PROJECT COORDINATOR</td>
<td>$40,000</td>
</tr>
<tr>
<td>SITE CASE MANAGER</td>
<td>$30,000</td>
</tr>
<tr>
<td>FRINGE BENEFITS</td>
<td>$28,000</td>
</tr>
<tr>
<td>Total People</td>
<td>2</td>
</tr>
<tr>
<td>Total Payroll</td>
<td>$98,000</td>
</tr>
</tbody>
</table>

7.1.2 Start-up Expenses & Fixed Assets

<table>
<thead>
<tr>
<th></th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Computer Hardware</td>
<td>$8,500</td>
</tr>
<tr>
<td>Computer Software</td>
<td>$2,000</td>
</tr>
<tr>
<td>Office Machines</td>
<td>$10,000</td>
</tr>
<tr>
<td>Equipment for Cooperative</td>
<td>$20,000</td>
</tr>
<tr>
<td>Digital Camera</td>
<td>$1,000</td>
</tr>
<tr>
<td>Totals</td>
<td>$41,500</td>
</tr>
</tbody>
</table>
### 7.1.3 Client Training & Support Costs

<table>
<thead>
<tr>
<th>OUTSIDE SERVICES</th>
<th>Nature of Service</th>
<th>Fee for FY2004</th>
</tr>
</thead>
<tbody>
<tr>
<td>Client Training</td>
<td>Customize training for 50 clients @ $2,000 per client</td>
<td>$100,000</td>
</tr>
<tr>
<td>Client Plan for Self Employment</td>
<td>Customized business plan for 50 clients @ $5,000 per client</td>
<td>$250,000</td>
</tr>
<tr>
<td>Emergency Fund</td>
<td>50 clients @ $2,000 per client</td>
<td>$100,000</td>
</tr>
<tr>
<td>IDA</td>
<td>30 clients @ $3,000 per client</td>
<td>$90,000</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td><strong>$540,000</strong></td>
</tr>
</tbody>
</table>

### 7.1.4 Contract services

<table>
<thead>
<tr>
<th>CONSULTANT</th>
<th>SERVICES</th>
<th>Fee for FY2004</th>
</tr>
</thead>
<tbody>
<tr>
<td>Legal/Accounting</td>
<td>Services for incorporating non-profit organization/cooperative in Wyoming; preparation of bylaws and shareholder agreements; preparation of minutes of organizational meeting and shareholder certificates and ledger; on-going legal counsel</td>
<td>$20,000</td>
</tr>
<tr>
<td>Training Consultants</td>
<td>Provide skill-based training for artisans and development of apprentice program</td>
<td>$75,000</td>
</tr>
<tr>
<td>Support Agencies-DVR</td>
<td>Self-employment plan and skill-based training program</td>
<td>$50,000</td>
</tr>
<tr>
<td>WSBDC</td>
<td>Business training programs for: general business planning, record keeping and financial reporting, production scheduling and costing issues, market analysis and development of promotional program</td>
<td>$100,000</td>
</tr>
<tr>
<td>WBC</td>
<td>Market access and tradeshow participation</td>
<td>$50,000</td>
</tr>
<tr>
<td>NXLeveL</td>
<td>Development of online business plan developed for artisans</td>
<td>$50,000</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td><strong>$345,000</strong></td>
</tr>
</tbody>
</table>
The operating expenses incurred for the first year of having the administrative office will be used to generate an operating budget for the Coop in 2005 and 2006.

<table>
<thead>
<tr>
<th>Category</th>
<th>Avg. Monthly</th>
<th>FY 2004</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office Supplies</td>
<td>$350</td>
<td>$4,200</td>
</tr>
<tr>
<td>Copying</td>
<td>$100</td>
<td>$1,200</td>
</tr>
<tr>
<td>Dues &amp; Subscriptions</td>
<td>$42</td>
<td>$500</td>
</tr>
<tr>
<td>Equipment Repairs &amp; Maintenance</td>
<td>$42</td>
<td>$500</td>
</tr>
<tr>
<td>Postage</td>
<td>$300</td>
<td>$3,600</td>
</tr>
<tr>
<td>Rent, Utilities &amp; Maintenance</td>
<td>$1,250</td>
<td>$15,000</td>
</tr>
<tr>
<td>Supplies</td>
<td>$1,250</td>
<td>$15,000</td>
</tr>
<tr>
<td>Telephone</td>
<td>$550</td>
<td>$6,600</td>
</tr>
<tr>
<td>Travel (In state)</td>
<td>$1,070</td>
<td>$10,700</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$7,026</strong></td>
<td><strong>$57,300</strong></td>
</tr>
</tbody>
</table>

7.1.6 Administrative Support/Indirect Project Costs
Total overhead charged by WCADVSA to the TANF grant is $76,240.

7.1.7 Total SITE Project Costs

<table>
<thead>
<tr>
<th>COST CATEGORY</th>
<th>2004</th>
</tr>
</thead>
<tbody>
<tr>
<td>Client Training &amp; Support Costs</td>
<td>$540,000</td>
</tr>
<tr>
<td>Salaries &amp; Benefits</td>
<td>$98,000</td>
</tr>
<tr>
<td>Hardware &amp; Capital Equipment Purchases</td>
<td>$40,500</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>$59,300</td>
</tr>
<tr>
<td>Training Consultants &amp; SITE program development</td>
<td>$345,000</td>
</tr>
<tr>
<td>Marketing Expense</td>
<td>$87,200</td>
</tr>
<tr>
<td>Administrative Support</td>
<td>$76,240</td>
</tr>
<tr>
<td><strong>Total SITE Project Costs</strong></td>
<td><strong>$1,235,240</strong></td>
</tr>
</tbody>
</table>
7.2 Coop Financial Projections

7.2.1 Coop Fee Structure

Membership Fee
$100.00 annual membership fee must be submitted at time of application.

Jury Fees
$25.00 for Coop members who have never been juried
$15.00 for Coop members who would like to re-jury or jury a new product
$50.00 for non-members

If a non-member joins the Coop by August 1, 2004 the $25.00 extra jury fee for non-members will be deducted. Membership will be effective until August 1, 2005.

Commission Structure
30% commission is paid to the cooperative on retail sales.
10% commission is paid to the cooperative on wholesale accounts.

7.2.2 Monthly Expenses
The monthly expenses anticipated for the Coop are identified in the table below and are used to develop the financial projections. FY 2004 covers Jan.-Dec. 2004

<table>
<thead>
<tr>
<th>Category</th>
<th>Monthly</th>
<th>FY 2004</th>
<th>FY 2005</th>
<th>FY 2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Copying, Office Supplies &amp; Postage</td>
<td>$120</td>
<td>0</td>
<td>$1,440</td>
<td>$1,440</td>
</tr>
<tr>
<td>Dues &amp; Subscriptions</td>
<td>$100</td>
<td>0</td>
<td>$1,200</td>
<td>$1,200</td>
</tr>
<tr>
<td>Equipment Repairs &amp; Maintenance</td>
<td>$50</td>
<td>0</td>
<td>$600</td>
<td>$600</td>
</tr>
<tr>
<td>Insurance</td>
<td>$80</td>
<td>0</td>
<td>$960</td>
<td>$960</td>
</tr>
<tr>
<td>Marketing</td>
<td>$400</td>
<td>$1,200</td>
<td>$4,800</td>
<td>$4,800</td>
</tr>
<tr>
<td>Rent &amp; Utilities</td>
<td>$1,250</td>
<td>$3,750</td>
<td>$15,000</td>
<td>$15,000</td>
</tr>
<tr>
<td>Salaries, Benefits &amp; Payroll Exp.</td>
<td>$3,500</td>
<td>$10,500</td>
<td>$42,000</td>
<td>$42,000</td>
</tr>
<tr>
<td>Supplies</td>
<td>$100</td>
<td>0</td>
<td>$1,200</td>
<td>$1,200</td>
</tr>
<tr>
<td>Telephone</td>
<td>$200</td>
<td>$600</td>
<td>$2,400</td>
<td>$2,400</td>
</tr>
<tr>
<td>Travel</td>
<td>$200</td>
<td>$600</td>
<td>$2,400</td>
<td>$3,600</td>
</tr>
<tr>
<td>TOTAL</td>
<td>$6,000</td>
<td>$16,650</td>
<td>$72,000</td>
<td>$72,000</td>
</tr>
</tbody>
</table>
7.2.3 Breakeven Calculation (Excluding Membership Revenues)

The following calculations only use product sales to identify the breakeven selling point.

**2005 and 2006**

Monthly fixed expenses = $72,000
Contribution margin per product = .30
Breakeven sales = $240,000

If the contribution margin were set at .40 (the artist receives .60 on item sold) then the breakeven sales were decrease to $180,000.

7.3 Financial Projections

<table>
<thead>
<tr>
<th>Revenue Sources</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Product Retail Sales</td>
<td>$8,000</td>
<td>$48,000</td>
<td>$96,000</td>
</tr>
<tr>
<td>Wholesale Commissions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dues &amp; Fees</td>
<td>$6,000</td>
<td>$8,000</td>
<td>$10,000</td>
</tr>
<tr>
<td>Jury Fees</td>
<td>$2,000</td>
<td>$4,000</td>
<td>$6,000</td>
</tr>
<tr>
<td>Total Revenue</td>
<td>$16,000</td>
<td>$60,000</td>
<td>$112,000</td>
</tr>
<tr>
<td>COGS</td>
<td>$5,600</td>
<td>$33,600</td>
<td>$67,200</td>
</tr>
<tr>
<td>Gross Margin</td>
<td>$10,400</td>
<td>$26,400</td>
<td>$44,800</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>$16,650</td>
<td>$72,000</td>
<td>$72,000</td>
</tr>
<tr>
<td>NET MARGIN</td>
<td>($6,250)</td>
<td>($45,600)</td>
<td>($27,200)</td>
</tr>
<tr>
<td>Grant funding</td>
<td>$6,250</td>
<td>$45,600</td>
<td>$27,200</td>
</tr>
</tbody>
</table>

The total funding necessary to maintain the marketing cooperative operations through 2006 is $79,050. This will allow for the necessary cash flow to get the cooperative to the breakeven sales level that can support operating expenses and costs of good sold.

An increase in the commission rate on the product sales to 40% would improve the gross margin and reduce the 27 month funding requirement to $63,850.

The following graph highlights the financial model for the cooperative:
WEAVE COOPERATIVE
SALES SUMMARY, 2004-2006

<table>
<thead>
<tr>
<th></th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross Sales</td>
<td>$16,000</td>
<td>$60,000</td>
<td>$112,000</td>
</tr>
<tr>
<td>Cost of Goods</td>
<td>$5,600.00</td>
<td>$33,600.00</td>
<td>$67,200.00</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>$16,050.00</td>
<td>$72,800.00</td>
<td>$73,000.00</td>
</tr>
<tr>
<td>Net Margin</td>
<td>$(6,250.00)</td>
<td>$(46,400.00)</td>
<td>$(28,200.00)</td>
</tr>
</tbody>
</table>

Complete set of financial statements are included in Section 12.
January 26, 2009

Greetings from the SITE Project Team!

We are happy to share the enclosed information with you about SITE—an innovative program that can benefit your clients.

SITE (Sustained Income Through Entrepreneurship) is a program funded by a Department of Family Services grant to the Wyoming Women's Business Center. The mission of the project is to promote entrepreneurship as a long-term sustainable income source for Wyoming residents. Clients enrolled in the program will receive education, start-up support and mentoring services to create the opportunity for each client's success. As well, SITE plans to create a Marketing Cooperative that will provide infrastructure to support clients' endeavors by marketing their products to a worldwide market. This will be accomplished initially through an online store and eventually a physical retail location.

The initial phase of the SITE Project allows for 50 clients to participate. We are asking for your help in recruiting these individuals. Enclosed is a criteria form that can be filled out and submitted to us by the prospective client. Through a selection process we will contact the individuals chosen and our case manager will immediately begin working with them on their employment plans for success. The individuals we are looking for should possess a high level of motivation for success with their individual craft, or similarly related business idea, e.g. desktop publishing, transcriptionist, etc. The duration of time in which to provide the basics for their start-up business is from the time the client signs on (we anticipate that to be by mid-February) through September 30, 2009. During that time span, our goal is to have provided the proper education, training, tools/equipment and support systems to enable the client to launch their business. Given this rapid timeframe, we prefer clients who already possess a skill, craft or hobby that we can help them improve upon. Our goal is to assist these clients to produce a quality product and market on a level that could provide for long-term sustainable income.

As you can see, this is an ambitious project, but one that is backed by a team of enthusiastic individuals that are dedicated to the success of its participants. We hope that you will join in our eagerness to recruit passionate individuals who will benefit from our services and will have goals set for success!

Deadline for applications is February 20, 2009 with acceptance into the program awarded by February 27, 2009. Consideration after this date will be based on the individual's skill level and whether or not a successful outcome can be achieved in the allotted timeframe remaining.

If there are any questions that we can answer or additional assistance that we can provide please feel free to contact us.

Donna Cozzens, SITE Project Coordinator
Debbie Stevens, SITE Case Manager
Contact:
Donna Cozzens
Phone Number: 742-0464
Email: siteproject@qwest.net

Debbie Stevens
Phone Number: 742-0442
Email: sitecase@qwest.net
1465 North 4th Suite 120
Laramie, WY 82072
Fax: 307-742-0626

SITE Client Referral Criteria

Date:
Name:
Address:
City:

Phone Number:
Email:

Criteria:

TANFA Eligibility (185% of poverty)
(Table)

At least one dependent child under the age of 18

Arts & Crafts interest

Or, similarly related business

Established skills, craft, hobby
## SITE Eligibility Requirements

<table>
<thead>
<tr>
<th>Size of Family Unit</th>
<th>2003 Federal Poverty Guidelines</th>
<th>185% of Poverty</th>
</tr>
</thead>
<tbody>
<tr>
<td>One</td>
<td>$8,980</td>
<td>$16,613</td>
</tr>
<tr>
<td>Two</td>
<td>12,120</td>
<td>22,422</td>
</tr>
<tr>
<td>Three</td>
<td>15,260</td>
<td>28,231</td>
</tr>
<tr>
<td>Four</td>
<td>18,400</td>
<td>34,040</td>
</tr>
<tr>
<td>Five</td>
<td>21,540</td>
<td>39,849</td>
</tr>
<tr>
<td>Six</td>
<td>24,680</td>
<td>45,658</td>
</tr>
<tr>
<td>Seven</td>
<td>27,820</td>
<td>51,467</td>
</tr>
<tr>
<td>Eight</td>
<td>30,960</td>
<td>57,276</td>
</tr>
</tbody>
</table>
January 26, 2004

Dear Applicant,

Welcome to the SITE Project application process. We hope you will find it user friendly and an exciting first step toward the possibility of becoming a member of our program.

Before you get started, here's a quick overview of the SITE (Sustained Income Through Entrepreneurship) Project. SITE is a program funded by a Department of Family Services grant to the Wyoming Women's Business Center. The mission of the project is to promote entrepreneurship as a long-term sustainable income source for Wyoming residents. Clients admitted to the program will receive education, start-up support and mentoring services to create the opportunity for each client's success for a home-based business. SITE also plans to create a Marketing Cooperative that will provide the infrastructure to support clients' endeavors by offering them the chance to market their products to a worldwide market.

The initial criteria for qualification is your income must be at 185% of poverty level (we will determine eligibility from the information you provide) and have at least one dependent child in your care under the age of 18. Aside from that, we are looking for motivated individuals who see themselves as future successful entrepreneurs. We hope that you will bring an existing skill, hobby or craft to us that we can help you improve upon. Our goal is to acquire the needed knowledge and confidence to take your craft or item to market or into the workforce by the close of our project date, which is September 30, 2004.

The process for this project will happen quickly, so it's important that you complete the enclosed forms and return them to our office by February 20th. We plan to award acceptance into the program no later than February 27, 2004. There are no right or wrong answers to the questions. Answer them as thoughtfully and thoroughly as you can. Have fun with the questions! This is your chance to sell your enthusiasm for your craft or area of interest.

If there is anything that we can do to help you with the application process please contact one of us.

Best Wishes!

Donna Cozzens Project Coordinator
Debbie Stevens
Project Coordinator
Case Manager
SITE Path to Self-Sufficiency

ABOUT ME

Name
Address
City  State  Zip

WHAT DO YOU CONSIDER TO BE YOUR ETHNICITY OR RACE?
- Native American
- White
- Asian
- Hispanic Origin
- Black or African American
- Other
- Male
- Female

UP CLOSE AND PERSONAL

Head of Household?  Yes  No
Educational Accomplishments  GED  High School
- Some College  Skilled Training
- Other
Self-Employed?  Yes  No  Employed or Currently not working

# of people living with you  # of children under 18

Family income before taxes

Do you currently receive Temporary Assistance to Needy Families (TANF)?  Yes  No
Have you ever received TANF assistance?  Yes  No
If Yes, When?

Are you currently self-employed?  Yes  No
If Yes, please provide the following information
- Business Name
- Business Address
- Business Phone  Fax
- Business e-mail
- Business opening date
- Business owned by  Female  Male  Shared Ownership

INTAKE
Tell us more...

1. List your craft, hobby or skill in the arts and crafts area or a similarly related business, e.g. desk-top publishing, medical transcriptionist, etc.

_____________________________________________________________________________
_____________________________________________________________________________
_____________________________________________________________________________

2. What do you consider to be your skill level at this point when you think in terms of the end goal of marketing your product? (Think of how much training you may need to have a craft product ready to sell to the public)

   Beginner ☀
   Intermediate ☀
   Advanced ☀

3. Describe 1 or 2 ideas you have for a home-based business.

_____________________________________________________________________________
_____________________________________________________________________________
_____________________________________________________________________________

4. What specific skills do you believe you would bring to your business idea, e.g. computer knowledge, organizational skills, specific work history (business management), artistic abilities, previous home business venture (Avon, Mary Kay, Tupperware), etc.

_____________________________________________________________________________
_____________________________________________________________________________
_____________________________________________________________________________

5. If you have experience with a home-based business please tell us about your successes and your difficulties.

_____________________________________________________________________________
_____________________________________________________________________________
_____________________________________________________________________________
6. What special requirements do you have that would need to be addressed to allow you to attend classes, meet with your mentor, communicate with your case manager, etc. (What might be your obstacles or limitations for participating in the SITE Project?)

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

7. What special needs might you have in regards to disabilities, childcare, transportation, language/communication, etc.?

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

8. On a scale of 1 to 5 (1 being not at all & 5 being extremely so) tell us how you would rank your desire to run a home-based business. (You may be more interested in polishing your craft for some other purpose which would prove beneficial to you).

   ☒  ☒  ☒  ☒  ☒

1  2  3  4  5

9. Tell us why you believe you would be a great candidate for success in the SITE Project. (This is your chance to sell yourself!)

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

Thank you for sharing this information. You will be notified no later than February 27th if you have been selected as a participant in the SITE Project.
This is the beginning of a new relationship between the SITE Project and you.

We want you to become successful in your journey to be self-sufficient. That will involve commitments and responsibilities for both of us.

Our Commitment—

We will provide you with opportunities for training, mentorships, one-on-one business counseling, equipment and supplies and support groups.

Your Commitment—

I will embrace and perform to the best of my abilities all the elements to achieve the goals I have decided upon to become more self-sufficient.

SITE Member Date  
Debbie Stevens 
Case Manager Date

Agreement
Introducing an opportunity for Wyoming’s business-minded artisans through SITE—

Sustained Income Through Entrepreneurship

An innovative program that provides skill-based training, start-up assistance and a marketing cooperative to foster entrepreneurship as an income source for Wyoming’s needy families.

The mission of the SITE Project is to promote entrepreneurship as a long-term sustainable income source for Wyoming residents. SITE will provide education, start-up support and mentoring services to create the capacity for each artisan’s entrepreneurial success.

SITE plans also include the creation of a Marketing Cooperative that will provide the business infrastructure to support clients’ entrepreneurial endeavors by marketing and distributing their products to a worldwide market.

Our goal is to help you succeed with a customized training program and self employment plan in an arts and crafts area. We will provide specialized training for unskilled workers or you can take your established product line and learn more about the basics of successfully growing a business.

SITE will also provide artisans with start-up supplies and equipment, increased market access and funds for financial emergencies.

WYOMING SITE PROJECT
1265 N. 4th St., Suite 120
Laramie, Wyoming 82072
307-742-0464
Email: cozzens51@yahoo.com
Join the WEAVE Marketing Cooperative...a great way to gain market access and boost your selling power.

Our goal is to offer high quality handmade products that include:

- Baskets
- Carving & Woodworking
- Clay and Ceramic Works
- Dolls & Collectibles
- Fiber & Wearable Works
- Glass Works
- Home & Garden Goods
- Iron & Metal Works
- Jewelry & Gem Works
- Kids Only (Products made by and for kids)
- Leather Goods
- Paintings & Original Artwork
- Soaps and Body Lotions
- Stationary and Paper Products
- And More!

If you want to increase your marketing efforts and team up with other artisans, give us a call.

The strategic partners for this innovative program—

The Wyoming Coalition Against Domestic Violence and Sexual Assault supports many programs targeted at assisting women in gaining economic independence.

Wyoming Women’s Business Center provides a variety of resources for businesses in addition to providing access to capital across the state.

Wyoming Division of Vocational Rehabilitation services disabled clients looking for employment opportunities.

Wyoming Small Business Development Center assists start-up and existing businesses by providing business counseling and training services.

Wyoming Business Council is the state’s leading economic development organization.

—are teaming together to create training and marketing opportunities for qualifying participants in the arts and crafts industry.

This program is funded by a TANF grant provided by the Wyoming Department of Family Services.
Thank you for your interest in the WEAVE program. The WEAVE Marketing and Training Cooperative provides assistance to Wyoming residents wanting to develop as arts and crafts professionals by providing business and skill based training and increased market access. The program is intended to benefit:

- Wyoming's beginning arts or crafts persons wanting to learn how to market their work,
- Current craftspeople wanting to expand their retail and wholesale marketing efforts, and
- Established wholesalers looking for advanced marketing opportunities.

Who is eligible?
Crafts must be designed by Wyoming residents, Wyoming-based businesses, or craft production groups located in Wyoming. Sales representatives are not eligible unless they participate as an employee of a craft production group.

How can I get into the program?
We are currently accepting applications for membership from all interested Wyoming artisans. Cost of membership in the cooperative is $100 annually. All applicants are identified in the WEAVE Membership Directory which serves as the mailing list for all WEAVE programs. The membership directory will be available on-line and will include links to the member's website if one is available.

Other benefits of membership include:

- Educational and Training Programs - Technical assistance to help the artisans improve their skills.
- Marketing Workshops - Business training to assist artisans in product development and marketing strategies, business plan writing and implementation strategies.
- Mentor matching and Apprentice Program - Qualifying artisans will be matched with an experienced artisan in a customized training program.
- Monthly newsletter - Including events, membership news, marketing opportunities and educational tips.
- Networking & Referrals - Helps artisan identify other members in their community for resource sharing and building a support network.
- Resources - Matching artisans with available resources of state and national organizations, publications and services targeted to the arts and crafts industry.

Will you sell my products?
Participants that are accepted in the jury session will be eligible to use the WEAVE merchandising label and marketing outlets. These artisans will be featured in the WEAVE distribution channels and included in other retail and wholesale marketing opportunities. Interested participants have to apply for the jury process which occurs in August. At that time, the WEAVE Director will assemble a jury panel that consists of five to seven industry experts, the majority of which are storeowners or buyers in Wyoming. These panelists will review the application packet and samples of the submitted work. The WEAVE
Cooperative will accept the recommendations of the jury panel to determine which products are marketed by the cooperative.

**What are the benefits of a jury process?**
The jury provides an invaluable service to the cooperative and the participating artisans. The jury is made up of members of the Wyoming retail and business community and is closed to all participating businesses. Only the products and jurors are allowed in the room with an independent facilitator. One outcome of the jury process is to provide you (the artisan) with suggestions on how to improve your product or where you should be selling your product. This invaluable feedback can help you focus your energy in a direction can that have the highest impact to the bottom line of your business. Another benefit is that the business leaders will have the opportunity to purchase products that they juried and may want to market in their own retail outlets.

**When will I know if I am accepted?**
Everyone that apply for membership and pays the annual membership dues are included in the Cooperative. Those artisans that participate in the jury session will be notified by the middle of August regarding their acceptance into the cooperative’s marketing program. All artisans will receive review comments on their submitted work.

If you have any additional questions regarding memberships, please contact us at 888-WY-WEAVE or email Director Donna Cozzens at donna@WyoWeave.com.

Good luck and we look forward to receiving your application.

Sincerely,

Donna Cozzens
Director
Wyoming Entrepreneurial Artisans enVisioning Excellence
1265 N 4th St., Suite 120, Laramie WY 82070

<<SAMPLE MEMBERSHIP APPLICATION FORM>>

All Wyoming artisans are invited for membership in the WEAVE Training & Marketing Cooperative Membership in the cooperative will be for the calendar year. Only those members selected by jury process will be eligible for participation in the cooperative marketing program.

Artisan’s Name __________________________________________________________

Additional Artisan’s Name (if partnership): _____________________________________

Business Name __________________________________________________________

Address _______________________________________________________________________

City __________________________ County ______________________ State ______ Zip _______

Telephone (Daytime) ________________ (Home) ________________________________

Fax _______________________________________________________________________

E-mail address ____________________________

Website address ____________________________

Sales Tax ID Number __________________________________________________________ 

I am/We are (check one)

☐ An Individual (items are solely the work of applicant)

☐ A partnership (two individuals producing the crafts)

☐ A Production Group (three or more people marketing their work together)

☐ A designer/craftsperson/artist employing people to help produce work

☐ A Cooperative (non-profit legal entity which markets crafts for its members)

I sell my products: ☐ Wholesale ☐ Retail ☐ Both

Membership Fees:

☐ $100.00 annual membership fee enclosed
The following information will be used to verify that applicants comply with policies on residency and originality of work.

1. What percentage of the production of your product is done in Wyoming? ______________________
   Give an example, if necessary ______________________
   ______________________
   ______________________

2. Is your product, or any part of your product, made using commercial patterns or molds?
   □ Yes    □ No    If yes, explain ______________________
   ______________________
   ______________________

3. Is your product, or any part of your product, made using commercial patterns or molds that you have changed or adapted for your own use?    □ Yes    □ No    If yes, explain ______________________
   ______________________
   ______________________

Please use the space below or attach additional sheets, if you feel any of your answers need further explanation. ______________________
   ______________________
   ______________________

I certify that the above information is true and correct. I understand that any falsification in the above may result in ineligibility for acceptance into the juried portion of the WEAVE Marketing and Training Program.

Signed ______________________ Date ______________________

The WEAVE Marketing and Training Program does not discriminate on the basis of race, color, creed, religion, national origin, age, sex, or disability.
Thank you for your interest in the WEAVE program Jury Session. The WEAVE Marketing and Training Cooperative was developed to benefit:

- Wyoming's beginning arts or crafts persons wanting to learn how to market their work,
- Current craftspersons wanting to expand their retail and wholesale marketing efforts, and
- Established wholesalers looking for advanced marketing opportunities.

Who is eligible?
Crafts must be designed by Wyoming residents, Wyoming-based businesses, or craft production groups located in Wyoming. Sales representatives are not eligible unless they participate as an employee of a craft production group.

How can I get into the program?
Interested participants have to apply for the jury process which occurs in August. At that time, the WEAVE Director will assemble a jury panel that consists of five to seven industry experts, the majority of which are storeowners or buyers in Wyoming. These panelists will review the application packet and samples of the submitted work.

What are the benefits of a jury process?
The jury provides an invaluable service to the cooperative and the participating artisans. The WEAVE Cooperative will accept the recommendations of the jury panel to determine which products are marketed by the cooperative. The jury is made up of members of the Wyoming retail and business community and is closed to all participating businesses. Only the products and jurors are allowed in the room with an outside independent facilitator. One outcome of the jury process is to provide you (the artisan) with suggestions on how to improve your product or where you should be selling your product. This invaluable feedback can help the artisan focus their energy on a direction that has the highest impact to the bottom line of their business. Another benefit is that the business leaders will have the opportunity to purchase products that they juried and may want to market in their own retail outlets.

Will you sell my products?
Participants that are accepted in the jury session will be eligible to use the WEAVE merchandising label and marketing outlets. These artisans will be featured in the WEAVE distribution channels and included in other retail and wholesale marketing opportunities. Interested participants have to apply for the jury process which occurs in August. At that time, the WEAVE Director will assemble a jury panel that consists of five to seven industry experts, the majority of which are storeowners or buyers in Wyoming. These panelists will review the application packet and samples of the submitted work. The WEAVE Cooperative will accept the recommendations of the jury panel to determine which products are marketed by the cooperative.

When will I know if I am accepted?
In August, the WEAVE Program will assemble a jury panel that consists of five to seven industry experts, the majority of which are storeowners or buyers in Wyoming. These panelists will review the application packet and samples of the submitted work. The WEAVE Cooperative will accept the recommendations of the jury panel to determine which products are marketed by the cooperative.
packet and samples of the submitted work. Artisans will be notified by the middle of August regarding their acceptance into the cooperative. All artisans will receive review comments on their submitted work.

If you have any additional questions regarding the jury process, please contact us at 888-WY-WEAVE or email Director Donna Cozzens at donna@WyoWeave.com.

Good luck and we look forward to seeing your product line at our 2004 Jury session.

Sincerely,
Donna Cozzens
Director
All Wyoming artisans are invited for membership in the WEAVE Marketing & Training Program. Only those members selected by jury process will be eligible for participation in the cooperative marketing program.

Jury Deadlines:  
SAMPLES MUST BE RECEIVED BY AUGUST 1, 2004  
ARTISANS WILL BE NOTIFIED BY AUGUST 15, 2004  
SAMPLES MUST BE PICKED UP BY AUGUST 21, 2004

Notification of the jury results will be mailed in approximately 10 business days following the jury session. Results will not be given over the telephone. Each applicant will receive written notification.

Membership Fees  
$100.00 annual membership fee

Jury Fees  
$25.00 dollars for WEAVE members who have never been juried  
$15.00 for WEAVE members who would like to re-jury or jury a new product  
$50.00 dollars for non-members

All fees must accompany your application.  
There is no additional charge for more than one entry. If a non-member joins WEAVE by August 1, 2004 the $25.00 extra jury fee for non-members will be deducted. Membership will be effective until August 1, 2005.

Eligible Product Types  
High-quality crafts constructed from the following media will be considered by the panel of jurors: clay, fiber, glass, leather, iron and metal, mixed media, paper, stone, wood, or other materials. Works submitted in these media must employ techniques universally considered as crafts. All designs must be original to participate in any WEAVE marketing opportunities. All work submitted must be a finished product.

Jurors look for excellence in three areas: design, craftsmanship or production technique, and originality. Only work of the highest quality within these standards will be accepted into the juried portion of the Marketing and Training Program.

Applicants may submit entries in more than one medium. An entry must include a set of three (3) different samples. More than one entry may be submitted within a particular medium, especially when techniques, materials, or styles are substantially different within the same medium, e.g., functional clay pottery and clay beaded jewelry.) Even if only one type of item is produced, three (3) different samples are crucial in assessing the quality and consistency of workmanship in a body of work.

Applications will be screened prior to the jury session to ensure that each application and entry meets program eligibility requirements. Applicants not meeting requirements may be contacted by the WEAVE Program staff with suggestions for improvements. In the event current work does not meet the eligibility
requirements, artisans are encouraged to submit new work at a later jury session at no additional cost.
The goal of jury is to improve your product line, which in turn will increase your business revenue potential.

Ineligible work
- Works made from COMMERCIAL patterns, stencils, or kits (e.g. purchased or copied from a publication)
- Work made from putting together purchased commercial items, or mere decoration of commercial objects, unless they are minor, functional components of the overall design
- Plants
- Foods with need of refrigeration

How to submit samples:
Mailed samples must be received by August 1, 2004, in Laramie, Wyoming WEAVE office.
Delivered Samples must arrive by August 1, 2004, in Laramie, Wyoming WEAVE office.

Mail or deliver to:
WEAVE Project
1465 Nth 4th St., Suite 120
Laramie, WY 28070

Three (3) different types of samples per product entry must be submitted. Number each sample from 1 to 3 so that it is highly visible to the jurors and so that the numbers match the typed or hand printed "Description Form" and "Information Sheet." Please be specific when completing the forms. Forms are enclosed and a complete set of forms must be submitted for additional entries, forms may be photocopied. Include both wholesale and retail prices of each item on the "Description Sheet." (Please note: industry standards for retail prices are double the wholesale price.) If you only sell wholesale, list only wholesale prices. If you only sell retail, list only retail prices. Only wholesale products are shown at the annual WEAVE Tradeshow. WEAVE member retail products can be placed in the other WEAVE distribution channels for retail merchandise.

Please pack all samples carefully, either mail, UPS or hand-deliver. If you are submitting large items, such as furniture or extremely fragile work, your are encouraged to deliver your work.

The presentation of samples is very important and can affect the jury results. Take extra care in making a professional sample presentation (i.e., items mounted or framed should be done using materials that compliment the quality, design, and materials used in the samples). This is especially important for clothing and jewelry.

Although every precaution will be taken to protect your crafts, the Grow Nebraska Marketing and Training Program cannot be held responsible for the theft of, or damage to, submitted samples.

Picking up your samples after the jury process is complete:
Applicants are responsible for picking up samples between 9:00 a.m. - 4:00 p.m., August 20, 2004 or call ahead and schedule a time to pick up your product. If you want the samples returned via the US Post Office or UPS, you must provide return shipping payment and insurance costs along with shipping instructions. Include a check or money order payable to WEAVE Project, and a pre-addressed shipping label with the application for return shipment.
FINE ARTISTS

If your product is too large or valuable to send three (3) samples of your work, please send one sample and provide good quality photos for the remainder of your pieces. It is very important for the jurors to be able to see at least 1 piece of your work in person. Large, bulky or costly items should be shipped appropriately or arrangements can be made for dropping off the product. Please contact WEAVE Program with additional questions.

The WEAVE Program will not be held responsible for any items broken during shipment. All items will be returned in their original packaging materials and containers. You will need to contact the Post Office or UPS about any damage to your items. Jury results have priority over return shipping of samples. Samples will be shipped as soon as possible after jury notifications are sent, 10 business days after the jury. Anyone needing samples returned sooner should pick them up.

Before you send sample, please make sure the following requirements have been met.

- Three (3) different samples individually numbered or identified
- A description form is enclosed with EACH entry of the 3 samples. Wholesale and retail price information (unless you only sell wholesale) is also included.
- A completed "Information Form" is enclosed with EACH entry.
- A completed "Jury Application Form" is enclosed with EACH entry.
- A completed "Samples release form for breakage and insurance is enclosed."
- A completed Jury Participant Survey Form
- The $25 fee for GROW member who has never been juried, $10 fee for GROW member who is re-jurying or jurying a new product or $50 fee for nonmember is enclosed.

PLEASE DO NOT send the paperwork to the WEAVE office if you are delivering samples; bring it when you deliver your samples.
2004 Jury Session Application Form

Jury Deadlines: SAMPLES MUST BE RECEIVED BY AUGUST 1, 2004
ARTISANS WILL BE NOTIFIED BY AUGUST 15, SAMPLES MUST BE
PICKED UP BY AUGUST 21, 2004

Please type or print clearly.

Artisan’s Name

Additional Artisan’s Name (if partnership)

Business Name

Address

City ___________ County ___________ State _______ Zip _______

Telephone (Daytime) _______________ (Home) __________________

Fax ______________________________

E-mail address ______________________

Website address _____________________

Sales Tax ID Number __________________

I am/We are (check one)

☐ An Individual (items are solely the work of applicant)
☐ A partnership (two individuals producing the crafts)
☐ A Production Group (three or more people marketing their work together)
☐ A designer/craftsperson/artist employing people to help produce work
☐ A Cooperative (non-profit legal entity which markets crafts for its members)
☐ A WEAVE member submitting for Re-jury
☐ A WEAVE member that has never been juried

I sell my products: ☐ Wholesale ☐ Retail ☐ Both

Application Fees:
$25.00 dollars for WEAVE members who have never been juried
$15.00 for WEAVE members who would like to re-jury or jury a new product
$50.00 dollars for non-members,

☐ I have enclosed the $25 GROW member never been juried fee
☐ I have enclosed the $10 GROW member re-jury fee
☐ I have enclosed the $50 non-member fee
☐ I have enclosed $100 for membership and a jury session.

_______ Number of entries submitted
The following information will be used to verify that applicants are in compliance with policies on residency and originality of work.

1. What percentage of the production of your product is done in Wyoming? ________________
   Give an example, if necessary
   __________________________________________________________________________
   __________________________________________________________________________
   __________________________________________________________________________

2. Is your product, or any part of your product, made using commercial patterns or molds?
   □ Yes □ No If yes, explain __________________________________________________________________________
   __________________________________________________________________________
   __________________________________________________________________________
   __________________________________________________________________________

3. Is your product, or any part of your product, made using commercial patterns or molds that you have changed or adapted for your own use? □ Yes □ No If yes, explain __________________________________________________________________________
   __________________________________________________________________________
   __________________________________________________________________________
   __________________________________________________________________________

Please use the space below or attach additional sheets, if you feel any of your answers need further explanation. __________________________________________________________________________
   __________________________________________________________________________
   __________________________________________________________________________
   __________________________________________________________________________

I certify that the above information is true and correct. I understand that any falsification in the above may result in ineligibility for acceptance into the juried portion of the WEAVE Marketing and Training Program.

Signed ____________________________ Date __________

The WEAVE Marketing and Training Program does not discriminate on the basis of race, color, creed, religion, national origin, age, sex, or disability.
DESCRIPTION FORM

Please type or print clearly, and include one set of forms for each entry. (An entry is a set of 3 samples. This form may be copied if additional sheets are needed.)

Describe Entry Medium:
- Clay
- Fiber
- Glass
- Leather
- Metal
- Mixed-Media
- Other
- Natural Materials
- Fabric
- Paper
- Wood

Briefly, describe items in each sample, including information such as title, color, size, material, etc. PLEASE NOTE: Retail price is normally double the wholesale price.

<table>
<thead>
<tr>
<th>Sample #1</th>
<th>Wholesale Price</th>
<th>Retail Price</th>
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<tbody>
<tr>
<td></td>
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<table>
<thead>
<tr>
<th>Sample #2</th>
<th>Wholesale Price</th>
<th>Retail Price</th>
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</tbody>
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<table>
<thead>
<tr>
<th>Sample #3</th>
<th>Wholesale Price</th>
<th>Retail Price</th>
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</tbody>
</table>
INFORMATION SHEET

Please type or print clearly. This sheet and the "Description Sheet" contain the only information that will be available to the jurors; therefore, please be as specific and detailed as possible.

Tell us about yourself and your work!

________________________________________________________________________________________

________________________________________________________________________________________

________________________________________________________________________________________

Tell us about your construction techniques

________________________________________________________________________________________

________________________________________________________________________________________

________________________________________________________________________________________

Where did you learn the skills required for your work?

________________________________________________________________________________________

________________________________________________________________________________________

________________________________________________________________________________________

Please list the materials used in the construction of your work. Where did you get these materials?

________________________________________________________________________________________

________________________________________________________________________________________

________________________________________________________________________________________

Is your work a cultural or community tradition? If so, please tell us about it.

________________________________________________________________________________________

________________________________________________________________________________________

________________________________________________________________________________________

________________________________________________________________________________________
Release Form
For
Products Submitted for Jury

I understand that WEAVE is not responsible for damage to items that have been submitted for jury. It is the responsibility of the juror to include postage and insurance for return of products after the jury session. It is the responsibility of the juror to contact the carrier in the event that the returned items are damaged. Every precaution will be taken to insure that your products are returned in the same manner that they were received.

Artisan Signature

☐ I have enclosed $_________________________ for postage and insurance

☐ I have not insured my products

The options for return shipment include:

1) Pre-pay shipping charges by supplying us with a credit card number or check
2) Supply us with your UPS customer number.
3) Products can be donated to WEAVE for display in a WEAVE Gallery or other WEAVE retail display. WEAVE received a 30% commission on all products sold in our displays. For the non-members, you may also choose to have your products donated to the WEAVE Gallery. In choosing this option, you will receive free exposure in our Gallery.

Permission Form

I give permission to WEAVE to use my name/business name/photograph in publications, advertisements, news articles or websites pertaining to the WEAVE Marketing and Training Program.

☐ Yes ☐ No

Signature ___________________________ Date ___________________________
More and more people are realizing the benefits of participating in an organization dedicated to better lives and livelihoods. All WREN members receive the following benefits:

- A one year subscription (4 issues) to WRENzine, our quarterly magazine
- 20% off fees for WREN classes including technology, entrepreneurial, and Explore/Express offerings
- A one time (per year) 15% off purchase from Ovation! and The Gallery at WREN
- Reduced rates for office services including photocopying, computer printing, and faxing services
- Use of our resource lending library
- Member to member discounts from a variety of member enterprises
- Weekly email WREN news updates
- An on-going invitation to participate in our many networking events
- The opportunity to support WREN's mission

TYPES OF WREN MEMBERSHIP

**Individual/couple membership** ......................... $35
Includes all of the above benefits

**Business membership/Non-profit membership** ........ $50
Includes all of the benefits listed above plus the following additional benefits:

- Single or multiple listings in WREN's online business directory, including photos, logos, and a link to your web page or site
- Opportunity to place your business promotional materials in WREN Central for the public
- Referrals by WREN staff for those looking for your products and/or services

**Super Wren membership** .............................. $100
Includes all benefits listed above for both an individual and business membership plus the following additional benefits:

- 10% discount on all purchases at Ovation! and The Gallery at WREN
- Allowing us to continue our mission to provide support for low income people

WREN was founded in 1994 to assist rural women in achieving sustainable incomes through business ownership. Over the intervening years we've expanded our mission and diversified our initiatives in support of better lives and livelihoods. Today WREN is the fastest growing not-for-profit in New Hampshire and includes a diverse mix of rural people and opportunities.

As a women-led organization, WREN currently involves nearly 700 members — women, girls, and an increasing number of men. At the core of WREN is the notion of community, with the aim of deconstructing the existing barriers of economic class, geographic isolation, educational experience, age, technology and business know how. We see tremendous benefit in bringing a broad spectrum of people together — young and old; novice and professional; the highly educated and those who never completed high school; artist and techie; those financially poor and those doing just fine; and long time and start-up business owners. The mix is rich with talent, ideas, inspiration, and a willingness to collaborate.

WREN offers members opportunities to grow businesses, learn new skills, overcome technology phobias, connect with others, teach a class, enjoy our networking events, and most importantly benefit from the WREN connection. We’re ever growing and evolving in response to the WREN Community and we welcome your insights and participation.

WREN's mission focuses on four areas — instruction for business development and technology skills, efforts to increase market access for member enterprises, community building and networking, and rural economic development focusing on Bethlehem's revitalization.

The wren is a bold & resourceful bird.
She will sing from daybreak to sundown, overflowing with confidence and purpose.
# WREN MEMBERSHIP FORM

## FOR ALL WREN MEMBERS (please print)

<table>
<thead>
<tr>
<th>NAME</th>
</tr>
</thead>
<tbody>
<tr>
<td>Home Address</td>
</tr>
<tr>
<td>Home Phone</td>
</tr>
<tr>
<td>Home Fax</td>
</tr>
<tr>
<td>Email</td>
</tr>
</tbody>
</table>

**DATE OF BIRTH / / **

O Female O Male

Many of our funders are interested in providing support for underserved and disadvantaged people. We ask the following questions so that we can accurately report statistics to them. We do not reveal anyone's name and only report the overall composition of our membership. We appreciate your help in meeting funders' requests.

**RACE/ETHNICITY:**

- Caucasian
- African American
- Asian
- Hispanic
- Native American
- Other

Do you receive TANF? O Yes O No

SSI/SSDI? O Yes O No

Do you currently have an IDA account? O Yes O No

Check only one box based on your total household income:

- Less than $15,000/yr
- Less than $25,000/yr
- Less than $35,000/yr
- More than $45,000/yr

Number of people in your household:

---

## FOR ALL MEMBERS WITH BUSINESSES

If you have your own business, please respond to the following questions.

<table>
<thead>
<tr>
<th>BUSINESS NAME</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Address</td>
</tr>
<tr>
<td>Business Phone</td>
</tr>
<tr>
<td>Business Fax</td>
</tr>
<tr>
<td>Business Email</td>
</tr>
<tr>
<td>Website</td>
</tr>
</tbody>
</table>

**TYPE OF BUSINESS**

**PRIMARY PRODUCT / SERVICE**

**YEAR BUSINESS STARTED**

We encourage you to list your business in our on-line directory. Go to www.wrencommunity.org and click on Yellow Pages for further instructions.

Our member network includes hundreds of people - a great marketing opportunity for you. Why not consider offering other WREN members discounts and other offers if they purchase your products or services? Indicate below any discount you would extend (i.e. 10% off, free consultation, etc.) We will distribute this information in our New And Renewing Member Packet:

---

## MEMBERSHIP LEVEL

- $35 - Individual / Couple
- $50 - Business or Non-Profit
- $100 - Super WREN

For those members in any of the above categories that wish to receive additional subscriptions to our newsletter, we will mail our newsletter to the address entered below for an additional $20 per year / subscription.

<table>
<thead>
<tr>
<th>NAME</th>
</tr>
</thead>
<tbody>
<tr>
<td>Address</td>
</tr>
</tbody>
</table>

---

## METHOD OF PAYMENT

- O I am enclosing a check made payable to WREN
- O Please charge my credit card
  - O Visa O Mastercard Exp. Date / / 
  - Credit Card # ____________________________
  - Signature ________________________________

I wish to make an additional contribution to support WREN's work in the amount of $_________

---

**INSPIRE • CREATE • CONNECT**
GROW Nebraska 2004 Membership Application

Membership Fee: $100.00
GROW Nebraska - P O Box 7 - Holbrook NE 68948
Telephone - 888-GROW NEB - Fax - 308
Website: www.grownecbraska.com - Email: janell@grownecbba.com

Date

Please note all information will remain confidential and will be held at the GROW Nebraska Office.

<table>
<thead>
<tr>
<th>First Name:</th>
<th>Initial</th>
<th>Last Name:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Owner Gender:</td>
<td>Female</td>
<td>Male</td>
</tr>
<tr>
<td>Co-owner or partners – please list on the backside</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Business Name:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mailing Address:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>City:</td>
<td>Zip:</td>
<td>County:</td>
</tr>
<tr>
<td>Phone:</td>
<td>Fax:</td>
<td></td>
</tr>
<tr>
<td>E-mail:</td>
<td>Website address:</td>
<td></td>
</tr>
<tr>
<td>Race/National Origin:</td>
<td>American Indian or Alaska Native</td>
<td>Asian</td>
</tr>
<tr>
<td>Native Hawaiian or Other Pacific Islander</td>
<td>White</td>
<td></td>
</tr>
<tr>
<td>Ethnicity:</td>
<td>Hispanic or Latino</td>
<td>Not Hispanic</td>
</tr>
<tr>
<td>Gender:</td>
<td>Male</td>
<td>Female</td>
</tr>
<tr>
<td>Sales Tax ID Number:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Marital Status:</td>
<td>Married</td>
<td>Single</td>
</tr>
<tr>
<td>Veteran Status:</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Do you or anyone in your immediate family farm or ranch?</td>
<td>Yes</td>
<td>No</td>
</tr>
</tbody>
</table>

I am applying to GROW Nebraska for:

Membership Fee: $100 (Sole Proprietor, LLC or Corporation business that creates a product)

Group Membership: $200 (Limited GROW Services to formally organized groups)

Payment information: Check | Visa | Mastercard
# | Expiration Date

Name on card
Signature

Please describe your product line:

<table>
<thead>
<tr>
<th>Candles</th>
<th>Florals</th>
<th>Jewelry</th>
<th>Cards/Paper</th>
<th>Sculpture</th>
<th>Value Added Ag</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fabric</td>
<td>Gourmet Foods</td>
<td>Metal</td>
<td>Wood</td>
<td>Glass</td>
<td></td>
</tr>
<tr>
<td>Fiber</td>
<td>Personal Products</td>
<td>Pottery</td>
<td>Gallery Items</td>
<td>other</td>
<td></td>
</tr>
</tbody>
</table>

Do you Sell

<table>
<thead>
<tr>
<th>Wholesale</th>
<th>Retail</th>
<th>Both</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>No</td>
<td></td>
</tr>
</tbody>
</table>

Has your product line been juried by GROW Nebraska? | Yes | No |

How did you hear about GROW Nebraska? | Newspaper |
| Consignment | Radio | Website |
| GROW Nebraska member (Please list name) | Other |

Are you interested in selling wholesale? | Yes | No |

Do you have employees? | Yes | No |

If yes, how many full-time? | How many part-time? |

What was your gross sales in 2003? | Do you have a business plan? | Yes | No |

Date you started your business | Is your product line produced in Nebraska? | Yes | No |

If no, where is your product line produced | Do you create your own designs? | Yes | No |

Other Income | Yes | No |

If yes, part-time | full-time |

Rev. 11-03 2003 2004 new membership final zip
Rank your top 3 priorities for your business, in order from 1-3

<table>
<thead>
<tr>
<th>Priority</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Growth</td>
<td></td>
</tr>
<tr>
<td>Develop/write Business and/or Marketing Plan</td>
<td></td>
</tr>
<tr>
<td>Internet Marketing/Website</td>
<td></td>
</tr>
<tr>
<td>Packaging</td>
<td></td>
</tr>
<tr>
<td>Getting a Loan for your business</td>
<td></td>
</tr>
</tbody>
</table>

Has your business received a micro loan?  Yes  No  If yes, with whom

What Services would you like your business to participate in

<table>
<thead>
<tr>
<th>Service</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>GROW Nebraska Market</td>
<td></td>
</tr>
<tr>
<td>Website</td>
<td></td>
</tr>
<tr>
<td>Jury</td>
<td></td>
</tr>
<tr>
<td>Cooperative Ads</td>
<td></td>
</tr>
<tr>
<td>Archway Display</td>
<td></td>
</tr>
<tr>
<td>National Markets</td>
<td></td>
</tr>
<tr>
<td>KC Showroom</td>
<td></td>
</tr>
<tr>
<td>Gallery</td>
<td></td>
</tr>
<tr>
<td>National Markets</td>
<td></td>
</tr>
<tr>
<td>Training/workshops</td>
<td></td>
</tr>
<tr>
<td>Use GROW Nebraska Hangtags</td>
<td></td>
</tr>
<tr>
<td>Use GROW Nebraska Stickers</td>
<td></td>
</tr>
</tbody>
</table>

Please note if your product has been juried are entitled to 500 free GROW Nebraska stickers.
My product has been juried and passed the GROW Nebraska jury - I am entitled to 500 free GROW stickers with my membership. Please send me ___ gold or ___ silver GROW stickers.

I give permission to use my name/business name/photograph in publications, advertisements, news articles or website pertaining to GROW Nebraska  ☐ Yes  ☐ No

Signature                                  Date

Please list any suggestions or important issues that you would like GROW Nebraska to explore that will benefit your business.

---

Rev. 11-03 2003 2004 new membership final zip
Co-Owner or Partner

<table>
<thead>
<tr>
<th>First Name:</th>
<th>Initial</th>
<th>Last Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Owner Gender:</td>
<td>Female</td>
<td>Male</td>
</tr>
<tr>
<td>Business Name:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mailing Address:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>City:</td>
<td>Zip:</td>
<td>County:</td>
</tr>
<tr>
<td>Phone:</td>
<td>Fax:</td>
<td></td>
</tr>
<tr>
<td>E-mail:</td>
<td>Website address:</td>
<td></td>
</tr>
<tr>
<td>Race/National Origin:</td>
<td>American Indian or Alaska Native</td>
<td>Asian</td>
</tr>
<tr>
<td>Ethnicity:</td>
<td>Hispanic or Latino</td>
<td>Not Hispanic</td>
</tr>
<tr>
<td>Gender:</td>
<td>Male</td>
<td>Female</td>
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<td></td>
</tr>
<tr>
<td>Marital Status:</td>
<td>Married</td>
<td>Single</td>
</tr>
<tr>
<td>Do you or anyone in your immediate family farm or ranch?</td>
<td>Yes</td>
<td>No</td>
</tr>
</tbody>
</table>

Rev. 11-03 2003 2004 new membership final zip
# Critical Milestones for SITE Program

<table>
<thead>
<tr>
<th>Activity</th>
<th>Resources/Partners</th>
<th>Month of activity</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Setting up program</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Set up SITE Program Office</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Hire SITE Program Coordinator</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Office Equipment and hardware, prepare filing system</td>
<td>All committee partners</td>
<td>NOV. 2003</td>
</tr>
<tr>
<td>• Complete Strategic Plan for SITE program</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Prepare client recruitment materials for SITE program</td>
<td>WIC, Dept. of Family Services, Public Health Council of Community Services, Employment Resource Centers, WY Business Council, SBDC, Division of Vocational Rehabilitation, other Economic Development agencies</td>
<td>JAN. 2004</td>
</tr>
<tr>
<td>• Finalize SITE Brochure and promotional materials (business cards, letterhead, envelopes)</td>
<td>WIC, Dept. of Family Services, Public Health Council of Community Services, Employment Resource Centers, WY Business Council, SBDC, Division of Vocational Rehabilitation, other Economic Development agencies</td>
<td>JAN. 2004</td>
</tr>
<tr>
<td>• Develop Client Success System: Finalize intake forms, self-employment plans, business plan template, etc.</td>
<td>WIC, Dept. of Family Services, Public Health Council of Community Services, Employment Resource Centers, WY Business Council, SBDC, Division of Vocational Rehabilitation, other Economic Development agencies</td>
<td>JAN. 2004</td>
</tr>
<tr>
<td>• Contact Agencies serving target sector and send information to assist with referrals of potential clients</td>
<td>WWBC, SBDC, DVR, WBC, SITE counselors</td>
<td>FEB. 2004</td>
</tr>
<tr>
<td>• Develop Contact Database for potential artisans for both SITE and WEAVE program.</td>
<td>WWBC, SBDC, DVR, WBC, SITE counselors</td>
<td>FEB. 2004</td>
</tr>
<tr>
<td>• Develop list of artisan to serve as potential mentors</td>
<td>WWBC, SBDC, DVR, WBC, SITE counselors</td>
<td>FEB. 2004</td>
</tr>
<tr>
<td>• Develop list of retail merchants in Wyoming and prepare information packet requesting artisan referrals</td>
<td>WWBC, SBDC, DVR, WBC, SITE counselors</td>
<td>FEB. 2004</td>
</tr>
<tr>
<td>• Work with Consultants on developing SITE training materials for both SITE professionals and program clients</td>
<td>Recruiting agencies, SITE committee partners WWBC, SBDC, DVR, WBC, SITE counselors</td>
<td>JAN-OCT 2004</td>
</tr>
<tr>
<td>• Finalize business plan template</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Prepare workshop training schedule for April – September and assign curriculum development to responsible parties</td>
<td>Recruiting agencies, SITE committee partners WWBC, SBDC, DVR, WBC, SITE counselors</td>
<td>JAN-OCT 2004</td>
</tr>
<tr>
<td>• Training for Committee Partners and SITE counselors</td>
<td>Recruiting agencies, SITE committee partners WWBC, SBDC, DVR, WBC, SITE counselors</td>
<td>JAN-OCT 2004</td>
</tr>
<tr>
<td>• Identify Training specialists for program client’s customized training program (this will be ongoing throughout the whole project)</td>
<td>Recruiting agencies, SITE committee partners WWBC, SBDC, DVR, WBC, SITE counselors</td>
<td>JAN-OCT 2004</td>
</tr>
<tr>
<td>• Curriculum development for business training workshops</td>
<td>Recruiting agencies, SITE committee partners WWBC, SBDC, DVR, WBC, SITE counselors</td>
<td>JAN-OCT 2004</td>
</tr>
<tr>
<td><strong>SITE Program Implementation</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Recruit 50 program clients</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Initial intake forms for each client</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Self Employment plan developed for each client within 30 days of intake</td>
<td>Recruiting agencies, SITE committee partners WWBC, SBDC, DVR, WBC, SITE counselors</td>
<td>JAN-OCT 2004</td>
</tr>
<tr>
<td>• Preliminary Business plan developed for each client within 60 days of intake</td>
<td>Recruiting agencies, SITE committee partners WWBC, SBDC, DVR, WBC, SITE counselors</td>
<td>JAN-OCT 2004</td>
</tr>
<tr>
<td>• Counseling sessions/follow-up for each week/month</td>
<td>Recruiting agencies, SITE committee partners WWBC, SBDC, DVR, WBC, SITE counselors</td>
<td>JAN-OCT 2004</td>
</tr>
<tr>
<td>• Match clients with mentor in similar area of business (this is on-going throughout project)</td>
<td>Recruiting agencies, SITE committee partners WWBC, SBDC, DVR, WBC, SITE counselors</td>
<td>JAN-OCT 2004</td>
</tr>
<tr>
<td>• Begin Arts &amp; Crafts training workshops for client</td>
<td>Recruiting agencies, SITE committee partners WWBC, SBDC, DVR, WBC, SITE counselors</td>
<td>JAN-OCT 2004</td>
</tr>
<tr>
<td>• Begin Business Training Start-up classes</td>
<td>All partners</td>
<td>MARCH 2004</td>
</tr>
<tr>
<td>• Work with clients through counseling, workshops, etc. to produce crafts viable for retail sale</td>
<td>All partners</td>
<td>JAN-SEPT 2004</td>
</tr>
<tr>
<td><strong>Final Program Evaluation and Final Report</strong></td>
<td>WWBC, SBDC, WBC</td>
<td>SEPT 2004</td>
</tr>
</tbody>
</table>
### CRITICAL MILESTONES FOR WEAVE PROGRAM

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>Resources/Partners</th>
<th>Month of Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ARTS &amp; Crafts Marketing Cooperative Development</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Complete WEAVE Business plan</td>
<td></td>
<td>DEC 2003</td>
</tr>
<tr>
<td>• Select Marketing Consultant for development of marketing</td>
<td></td>
<td>DEC 2003</td>
</tr>
<tr>
<td>plan and promotional materials</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Consult with USDA Cooperative Specialist</td>
<td>USDA, attorney, WY Secretary of State,</td>
<td>JAN. 2004</td>
</tr>
<tr>
<td>o Establish Cooperative infrastructure</td>
<td></td>
<td></td>
</tr>
<tr>
<td>o Secure attorney to prepare corporation documents</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Identify potential members for Board of Directors</td>
<td>All partners</td>
<td>FEB 2004</td>
</tr>
<tr>
<td>• Consult with Accountant to set-up corporate books</td>
<td>Accountant</td>
<td>JAN 2004</td>
</tr>
<tr>
<td><strong>ARTS &amp; Crafts Marketing Cooperative Implementation</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Prepare Publicity materials for Arts &amp; Crafts Cooperative</td>
<td>Market Research Center, WBC Marketing Director</td>
<td>JAN-MAY 2004</td>
</tr>
<tr>
<td>• Begin recruiting program clients for membership</td>
<td>Referring agencies, Market Research Center</td>
<td>JAN-SEPT 2004</td>
</tr>
<tr>
<td>o Establish business training workshops on Product</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Quality, packaging, trade shows</td>
<td></td>
<td></td>
</tr>
<tr>
<td>o Market Research and Analysis for Cooperative clientele</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Purchase/set-up software for Cooperative databases</td>
<td>Accountant, consultant</td>
<td>MAR 2004</td>
</tr>
<tr>
<td>• Finalize Web site design for virtual web retail store for</td>
<td>Web designer</td>
<td>APR 2004</td>
</tr>
<tr>
<td>members</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Begin transition of Cooperative operations to members</td>
<td>SITE committee partners, USDA</td>
<td>AUG-SEPT 2004</td>
</tr>
</tbody>
</table>

A separate marketing schedule with critical milestones is included in Section <<>>.
## WEAVE MARKETING SCHEDULE

### 2nd Quarter 2004

<table>
<thead>
<tr>
<th>Month</th>
<th>Marketing Activity</th>
<th>Consult./ Other fees</th>
<th>Newspaper/Magazine</th>
<th>Web-sites</th>
<th>TV/Radio</th>
<th>Direct Mail</th>
<th>DATE COMP. BY</th>
</tr>
</thead>
<tbody>
<tr>
<td>APRIL 2004</td>
<td>Finalize Logo and Slogan</td>
<td>$1000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4/30/04</td>
</tr>
<tr>
<td></td>
<td>Secure domain name for website name</td>
<td>$70</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Develop contact list of artisans and input into database</td>
<td>N/C</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Finalize and print business cards</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Finalize and print letterhead and envelopes</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Finalize Membership Application packet</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Finalize Jury Session Application packet</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Finalize brochure for mailing to artisan to identify SITE participants, potential mentors, and Weave members</td>
<td>$1000</td>
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<td></td>
<td>Design and print postcards to acknowledge receipt of packet.</td>
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<tr>
<td></td>
<td>Develop media kit and send to publishers state wide.</td>
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<td>Schedule visit on Wyoming Today (KUWR)-Wyoming Public Radio</td>
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<td>5/31/04</td>
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<td>Conduct follow-up calls to contact list that received direct mail piece.</td>
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<td></td>
<td>Develop workshop schedule for 2004.</td>
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<td>Develop monthly newsletter template and prepare schedule of features for 2004.</td>
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<td>Develop first Marketing/training workshop.</td>
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<td>Continue PSAs on Wyoming public radio</td>
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<td></td>
<td>Finalize summer art show schedule and community openings.</td>
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<td></td>
<td>Complete on-line registration Form &amp; Info Application</td>
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# WEAVE MARKETING SCHEDULE

## 3rd Quarter 2004

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<th>Month</th>
<th>Marketing Activity</th>
<th>Consult./Other fees</th>
<th>Newspaper/Magazine</th>
<th>Websites</th>
<th>TV/Radio</th>
<th>Direct Mail</th>
<th>DATE COMP. BY</th>
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| JULY 2004   | COMPLETE WEBSITE DEVELOPMENT
Develop VIP mailing list for Wyoming communities.
Develop contact list of retail/gift stores in Wyoming
Develop invitation for summer art shows. |                     |                    |          |          |             | 7/31/04       |
| AUGUST 2004 | LAUNCH WEBSITE
Develop advertising for trade publications
This section will be completed by Marketing Consultant |                     |                    |          |          |             |               |
<p>| SEPT 2004   | TO BE COMPLETED BY MARKETING CONSULTANT                                             |                     |                    |          |          |             |               |</p>
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<tr>
<th>WEAVE Cooperative</th>
<th>Breakeven Analysis</th>
<th>For Year Ending</th>
<th>12/31/2004</th>
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<td></td>
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<td></td>
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## WEAVE Cooperative
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#### For Year Ending 12/31/2004

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<td>Postage &amp; Office Supp</td>
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</table>

### ASSUMPTIONS:

- **Selling Days/month**: 0 0 0 0 0 0 0 4 5 10 19
- **Total # Customer**: 0 0 0 0 0 0 0 80 100 220 400
- **Avg Customers/day**: 0 0 0 0 0 0 0 20 20 22
- **Avg sale/customer**: $20.00 $20.00 $20.00 $20.00 $20.00 $20.00 $20.00 $20.00 $20.00 $20.00 $20.00
## WEAVE Cooperative
### Cash Flow Statement
#### For Year Ending 12/31/2004

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**G & A Expenses**

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**NET INCOME**

-14400       -14400       -8600       -9000       -46400
### Cash Flow Statement

**For Year Ending 12/31/05**

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## WEAVE Cooperative
### Income Statement
#### For Year Ending
12/31/06

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**NET INCOME**

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