

**SECTION 9**  
**ATTACHMENT H**  
**Business Plan**

This documentation is a key component of the Application for newly formed Arizona businesses. The Division may request a personal interview to discuss aspects of this plan. The Applicant is expected to be able to discuss this plan and cannot be represented by a consultant. Consultants cannot generally represent Applicants.

**BUSINESS PLAN OUTLINE**

**OVERALL PLAN**

- Readability
- Professional: Appearance/Spelling/Grammar/Math
- Formatting
- Cover Page/Table of Contents

**EXECUTIVE SUMMARY**

- Existing Business Description and 5-year Business Prospective

**MANAGEMENT AND ORGANIZATION**

- Key positions and responsibilities

**SERVICE**

- Geographic intent

**MARKETING PLAN**

- Industry Profile
- Competition
- Pricing

At a minimum this section should include a plan for each service that demonstrates an understanding of the proposed area of service delivery, the demand for the service in the area, the existing competition in that area, an understanding of the rate model implications, and phase-in and start-up considerations. Applicants should not assume special rates (e.g., intense staffing, rural, etc.)

**FINANCIAL PLAN**

- Describes bankruptcies, liens and judgments and resolution and/or releases

Demonstrates sufficient operating capital for a minimum of three (3) months with no funding from The Division. Sufficiency of operating capital should be measured by the Applicant's anticipated service delivery level.

Recognizes that referrals (and revenue) will be phased in during a reasonable start-up period. Services should not exceed financial start up capital and ability to meet good to go requirements. Applicants should also anticipate that **expenses** (e.g., hiring, training, certification, third party collections) will occur prior to operation and incoming revenues.

## **OPERATING AND CONTROL SYSTEMS**

### **GROWTH PLAN**

At a minimum, this section should reflect a reasonable pace at which the Applicant plans to add service capacity.

## **APPENDIX**