

The Management Team

By Frank Leibrock, Small Business Support
Colorado State University Cooperative Extension

In last month's article, your management team was identified as the most important section of your business plan. That important ranking has not changed. This month, we will look at the people who will operate your business and how they should appear in your plan.

When you are seeking financing, descriptions and bios of your management team are probably the most important section of your business plan. All financial institutions, from venture capitalists, to banks, to federal financial programs, look carefully at who is running the business. They want to know all about the person(s) to whom they are entrusting their money. They seem to place more importance on this information than on how great the idea is or how much money can be made.

But you say you're not drafting your business plan to obtain financing. You are going to finance the endeavor yourself. It's still a good idea to spend quality time on this section. Thinking about management team issues will help identify which skills are missing. Once the missing skills are identified, you have the opportunity to locate them before you open for business. This approach is much easier than trying to repair the train after it has left the station.

This section of your plan is

where you identify every "manager." Your qualifications, those of all your business partners, and all your initial hires are specifically set forth in this section. Included should be such things as past experience, expertise, and initial contribution to the business. In addition, this section of your plan should answer the following questions:

* Who's going to do what? Everyone's responsibilities should be identified. A job description for each position should be drafted (a future article will address this topic in more detail).

* How much will each person be paid? What kind of equity position will each take?

* What kind of commitment will the business be making to each person? Will there be long-term contracts?

Today, no one person can know everything they need to know. Recognizing this, you may want to set up, in addition to your management team, a board of directors, an advisory council, or both. This section of your plan should address this issue in detail, including the following questions:

* Who should be on the committee?

* What does each person bring to the committee?

These first two questions are the most important of the four

listed here. The quality of the people giving you advice will determine the level of your success as you embark upon your business venture.

* How often will your committee meet?

* What specific responsibilities will be allocated to these committees?

These last two questions are more tactical than strategic. The way the board or committee operates may dictate who will be willing to serve. You should consider these questions as you decide who you will invite to participate.

Lastly, this section of your business plan may be improved by the inclusion of an organizational chart. The graphic historically highlights names and positions as well as to whom each person reports. In the world of business today however, you may want to consider a networked chart as opposed to a hierarchal one. We will discuss this specific issue in a future article.

As stated at the beginning, this section is probably the key component of your business plan. You should invest time wisely and well in its creation. Your return on investment may not be easy to measure, but it will most certainly be critical to your success. (DJ)

Rodent Proofing Your Home

New home construction in farm fields may result in two different families trying to live in the same place. Humans and mice may be in conflict. Mice can cause serious damage to homes and storage structures. They contaminate human and livestock feed.

Rodents destroy insulation and other structural components of buildings. Energy losses and possible spreading of a variety of diseases are good reasons to

control rodents.

The first rodent control is to make sure your buildings are constructed rodent proof. Techniques apply to both new and old construction.

Common rodent entry points include holes and openings around wires, pipes, vents, and under siding edges. Mice and rats use their front teeth to gnaw through wood by gnawing the edges of different materials. Flat hard surfaces are difficult for

them to grab.

Steel wool and other durable materials can be used around holes and openings. Vents, windows, exterior doors, foundations, and floors must be rodent proofed.

Detailed instructions are available through the University of Nebraska in Lancaster County Extension Office. Request information on "Rodent Proof Construction" (G-1217). (DJ)

Knowledge of Animal Laws Important-State Leash Law



State law requires that all pets remain on their owner's property unless on a leash. In a rural area, if a pet roams onto a neighboring acreage and becomes a nuisance, the pet owner could be subject to a fine. If the property owner files a complaint with the Sheriff's Department, the pet owner will be given one warning. If the pet continues to violate the leash law and a

second complaint is filed, a court fine will be assessed.

Rabies

All dogs and cats are required to be vaccinated for rabies. Vaccinations must be given by a licensed veterinarian at three months of age, one year and three years. Booster vaccines should be given triennially.

Dangerous Dogs

State statutes prohibit the ownership of dangerous dogs unless properly confined. Failure to comply with state statutes can lead to citations and destruction of the dangerous dog(s).

Loose Livestock

Livestock straying off their property are the responsibility of the owner. In the event of damage to crops or fences of



another property owner, the livestock owner may be required to pay for damages. If livestock cause a traffic accident and the injured party files a personal suit against the animal owner, negligence (faulty fencing, etc.) must be proven. If you see livestock on the roadway and the owner cannot be located, the Sheriff's Department should be

See LEASH LAW on page 11

Acreage Insights



Road Maintenance

It's the middle of winter and your driveway is blocked by snow, you need to get out, who do you call?

This is a concern for many new acreage owners who didn't ask that question in May when they were buying their new home. Road maintenance responsibility depends on where you live and by resolutions developed possibly long before you purchased an acreage.

The County Engineers Department is responsible for road maintenance on all section line and half-section line roads, any road shown on the county map and within three miles of the city limits. In these areas, they are responsible for grading, rock or gravel application, snow removal, and tree removal or trimming.

Other roads, such as those

found within acreage subdivisions can be maintained by the subdivision owner, acreage owner, or the county depending on conditional resolutions established during the purchase of the original property before subdivision. The county can enter an agreement for maintenance with the subdivision owner. If a special conditional resolution is established, the roads will be graded twice per year until specified conditions are met. The county cannot provide maintenance to a subdivision with less than six homes or if the subdivision is less than 50 percent occupied.

In the case of newly established acreages, not part of a subdivision, access permits must be obtained from the County

See ROADS on page 12

Composting Workshops and Demonstrations for 2000

Workshops (All workshops scheduled from 7-9 p.m.)

Recreation Centers	Date 1	Date 2
Belmont 1234 Judson	Apr. 20	Sept. 26
Calvert 4500 Stockwell	Apr. 25	Sept. 21
Irving 2010 Van Dorn	Apr. 27	Sept. 19
Easterday 6130 Adams	May 4	Sept. 14
Air Park West 3720 NW 46	Apr. 18	Sept. 28

Composting Demonstrations (50th and Colby)

3rd Saturday of each month from April through October. Time - 8:30 a.m.

Learn at your convenience

—24 hours a day, 7 days a week—

NUFACTS (audio) Information Center

NUFACTS audio message center offers fast, convenient information. In the Lincoln area call 441-7188; for the rest of Nebraska call 1-800-832-5441. When directed, enter the 3-digit number of the message you wish to hear.

Acreage & Small Farm Insights Web Site

Visit our Internet web site at: <http://www.ianr.unl.edu/ianr/dodge/acreage/index.htm> to learn about Extension programs, publications and links to other acreage and small farm information.

"Part-time Farming" video

"Part-time Farming" will help develop your country environment and improve your quality of life. Just one hour of "Part-time Farming" provides tips that will save you costly mistakes and precious time. Call 402-441-7180 to order your copy.