

CARAT

Post Loan

Business Assistance Program



*" A pleasure to work with.
Organized, helpful, effective."*



CARAT

California Resources and Training

Innovators in TA Performance and Service

CARAT Post Loan Business Assistance Program



The PLBA Program

Since 1996, CARAT has partnered with CEDLI to build a technical assistance infrastructure to support CEDLI's borrowers for all of its loan products. CARAT's Post Loan Business Assistance (PLBA) Program offers CEDLI's borrowers financial analysis and cash flow management assistance and employs a customized software tool called the Business Assistance Software for analysis and reporting. Clients receive this assistance from an independent business advisor for one year, and the process is managed, monitored, and evaluated by CARAT to ensure that clients are receiving high quality, appropriate technical assistance.

As an organization committed to helping small businesses in emerging markets throughout California, we aim to both improve the quality of Business Assistance services and increase the volume of capital available to small businesses. The PLBA program works toward both of these goals. As we provide quality business assistance to CEDLI clients, we not only help clients meet their own business goals, we also help improve their ability to successfully repay their loans. These success stories help to show banks and other financial institutions that small businesses are good clients, thus increasing the number of loans that these institutions will provide.

We hope that you and your business will benefit from the services we provide, and that the small business community as a whole will benefit from your successes. We welcome your feedback as you participate in the PLBA program.

The Purpose and Benefits

*“ We wanted to continue,
but our time was up!”*

- 2004 PLBA Client

CARAT Post Loan Business Assistance Program

The People



YOUR BUSINESS ADVISOR - the PLBA consultant who is retained by CARAT to assist you in reviewing and interpreting your financials, and formulating business strategy based on these financials.

CARAT - CALIFORNIA RESOURCES AND TRAINING, a CEDLI partner, manages the Post Loan Business Assistance Program. CARAT staff will be your post loan business assistance program managers. Selma Taylor is CARAT's Executive Director and Erin Kilmer-Neel is the Program Manager, who can answer questions you may have about the program.



CEDLI, as you know, is your lender. Your loan officer at CEDLI will be either Clinton Etheridge (Northern California) or Bruce Dart (Southern California). Michael Morgan will be assisting the loan officers and is the CEDLI liaison for the Post Loan Business Assistance program. He will be your direct contact to answer any questions and to keep the program running smoothly.

- 1 CEDLI refers you to CARAT to participate in the Post Loan Business Assistance Program.
- 2 You will receive a letter from CARAT asking you to select your business advisor and officially enroll in the program.
- 3 Your chosen Business Advisor will contact you for an initial 'meet and greet.' He/she will go over the program and how it will benefit you, provide his/her background, learn about your business, and answer any questions you may have. He/she will also collect/request your initial financial documents (see below) at this time.
- 4 Each month of the program, you will provide financials to CEDLI. (see requirements section of this document).
- 5 Each quarter during the 12 months that you are participating in the program (4 times annually), you will meet with the Business Advisor that you have selected. These meetings will allow you to reflect on the quarter's performance, gain valuable feedback from your advisor, and develop or amend strategies for future success.
- 6 Shortly after each meeting, your advisor will share a draft of a complete report of his/her findings with you and submit it to CARAT for review. After the second meeting, you will be asked complete a mid-program evaluation to ensure we are meeting your needs.
- 7 After the review, CARAT will distribute a final report to you and to CEDLI.
- 8 After the 4th report, you will receive a final evaluation form to complete. Once this form is returned to CARAT, you have completed the program. We hope that you will have benefited from the program and the time with your business advisor!

The Process

Feel free to communicate any concerns to CARAT throughout the process.

The Requirements



FINANCIAL REPORTING - Throughout this program, you will be required to submit financial statements on a monthly and quarterly basis. These are necessary to satisfy the conditions of your loan.

At your initial meeting with your business advisor, you need to provide

1. **Balance Sheets** - one for 1) each month of your participation in the program, and 2) the month prior to the first quarter. (For example, if you officially begin participating in the PLBA program in October, and your meeting is in December, then balance sheets for September through November need to be submitted).
2. **Monthly Income and Expense Statement** - for each month of your participation in the program. (In the example above, October and November).
3. **12 Month Projections (Profit/Loss)** - beginning with the first month of the first quarter review period. (In the example above, this would begin with October.)

Each month, you will need to provide a

1. **Profit and Loss Statement**
2. **Balance Sheet**

Each quarter, you will need to provide

1. **Cumulative Profit and Loss Statement for the Quarter**
2. **Revised Profit and Loss Projections for the Year**

REMINDERS - We will provide reminders via email to help keep you on track – we realize you are very busy with the daily operations of your business!

EVALUATIONS - You will also be asked to provide a two brief evaluations of the PLBA program – once at the end of the second review, and again at the completion of the program. These evaluations will help CARAT provide you and future clients with the best service possible. Of course, you should feel free to contact us at any point if you have feedback, questions, or concerns.

Feel free to contact us at any time!

CARAT

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