



MAINE SMALL BUSINESS
DEVELOPMENT CENTERS

Managing Winter Cash Flow

Presented By:

Eric Treworgy, Certified Business Advisor
Maine SBDC at CEI
Dominic Efer, Branch Manager, TD Bank



Funded in part through a cooperative agreement with the U.S. Small Business Administration

Housekeeping

- This is being recorded and will be emailed to you after the presentation.
- Please keep yourself on mute.
- Submit any questions in the chat.
- We are grateful to TD Bank for their participation; this should not be construed as an endorsement of TD Bank by SBDC





Start with a Poll:

Is your business...

1. Seasonal?
2. Year Round?
3. I'm thinking about changing my business from YR to Seasonal
4. I'm not in business yet



Eric Treworgy - Background



- SBDC Advisor for Hancock and Washington Counties
- 35 years Sales and Marketing
- Former CEO of STRIVE International – Workforce Development Agency for people with employment barriers



Owner/Operator Pugnuts
Ice Cream and Gelato Shop
in Surry

Domenic Efter - Background



- Currently VP, Store Manager TD Bank Ellsworth Maine
- Banking Career began in 2001 with Citizens Bank
- Leading Teams in the banking world for 22+ years
- Specialize in Small Business Lending and Deposit Services
- Formally Chapter Chair for the Ellsworth Maine Chapter of SCORE
- Also, a Small Business Owner of Bayview Escapes Travel, LLC



What does the Maine SBDC do?

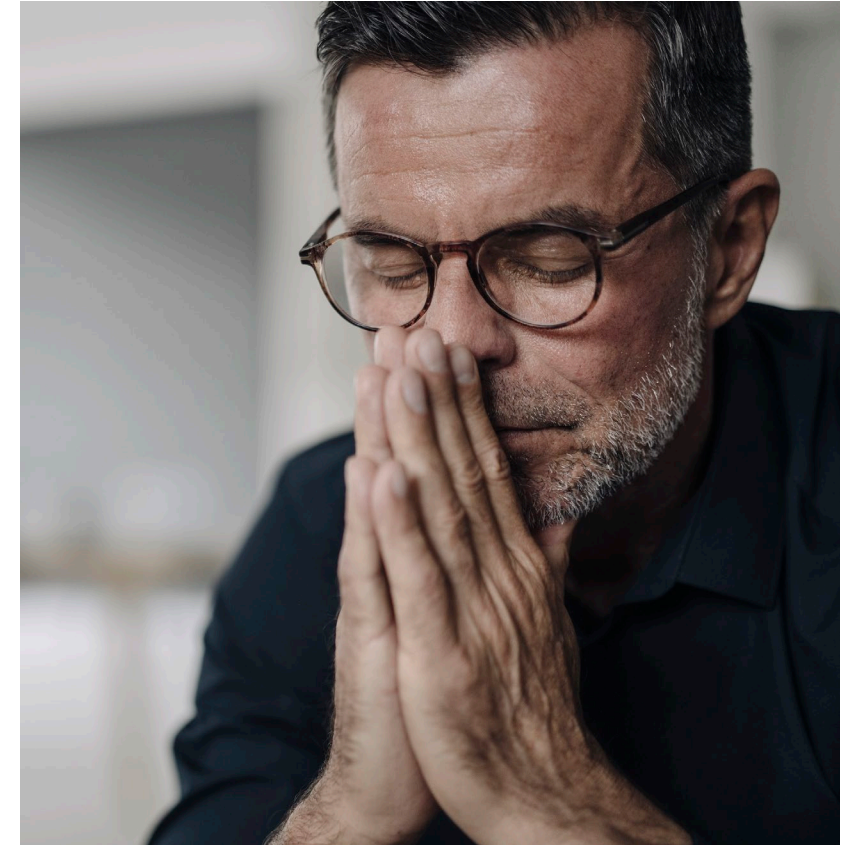
Provides no-cost and confidential business advising to current and aspiring Maine business owners!

- Business Planning and Startups
- Business Transitions and Exits
- Assistance with Credit and Financing
- Financial Analysis
- Marketing and Sales
- Operations Management
- Much More!



Common Statements from Seasonal Businesses:

- I have to keep open to retain key employees
- I'm worried about cash all the time
 - Will I have enough cash by spring to open up?
 - I'm seeing my checking account dwindle all winter and it's stressing me out!
 - Do I stay open and run a loss, or close and run a bigger loss?

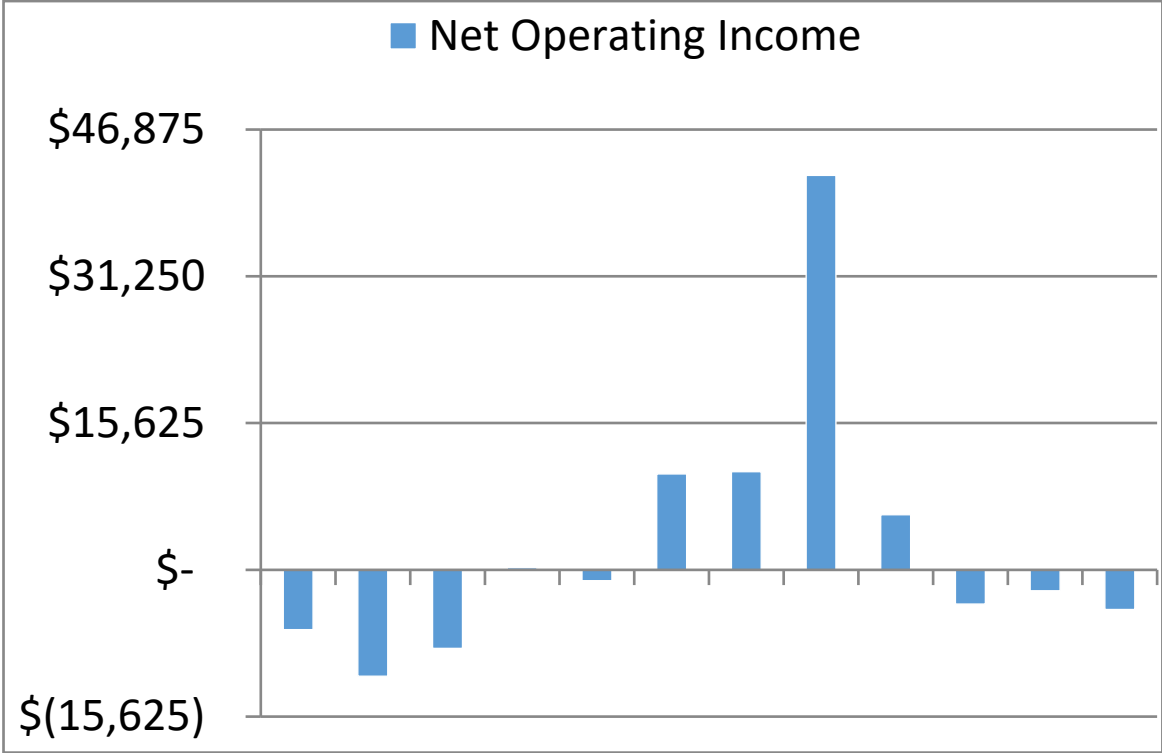
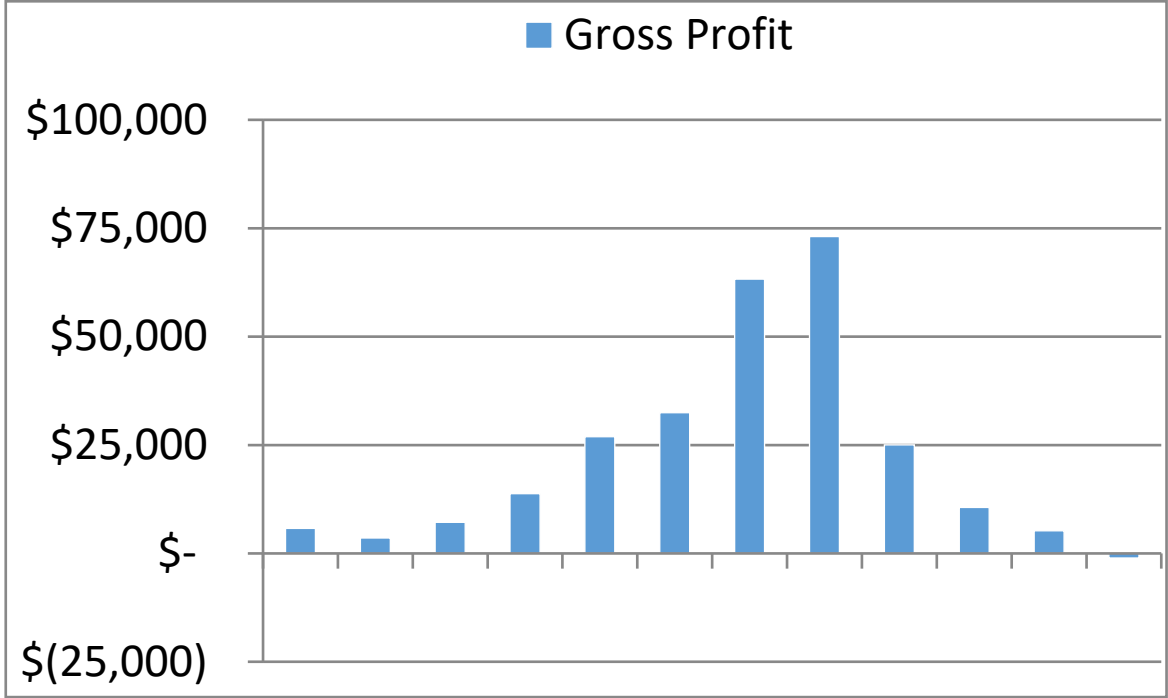


Employee Retention Strategies

- Communicate! You may be pleasantly surprised!
- Popular options for key employees:
 - Unemployment
 - Employer stipend to allow them to work during winter
 - Spring re-hiring/start bonus
 - Golden handcuffs (pay a little more to make your business the best option for key employees to maximize seasonal earnings)



Does your Cash flow look like this?



Annual Net Income \$31,419

	PRE-START	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	TOTAL
CASH RECIEPTS														
Cash Sales														\$0
Loans/Other														\$0
TOTAL CASH RECEIPTS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CASH PAID OUT														
Gross Wages (Ex. withdrawals)														\$0
Payroll Taxes & Benefits														
Outside Services														
Supplies														
Repairs														
Advertising														
Professional Fees														
Rent														\$0
Telephone														\$0
Utilities														\$0
Other														\$0
Subtotal EXPENSES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan Payment														\$0
Owner's Withdrawal														\$0
TOTAL CASH PAID OUT	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CASH POSITION	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Your SBDC
 Advisor can Help
 with this!

Model Year-Round Operations

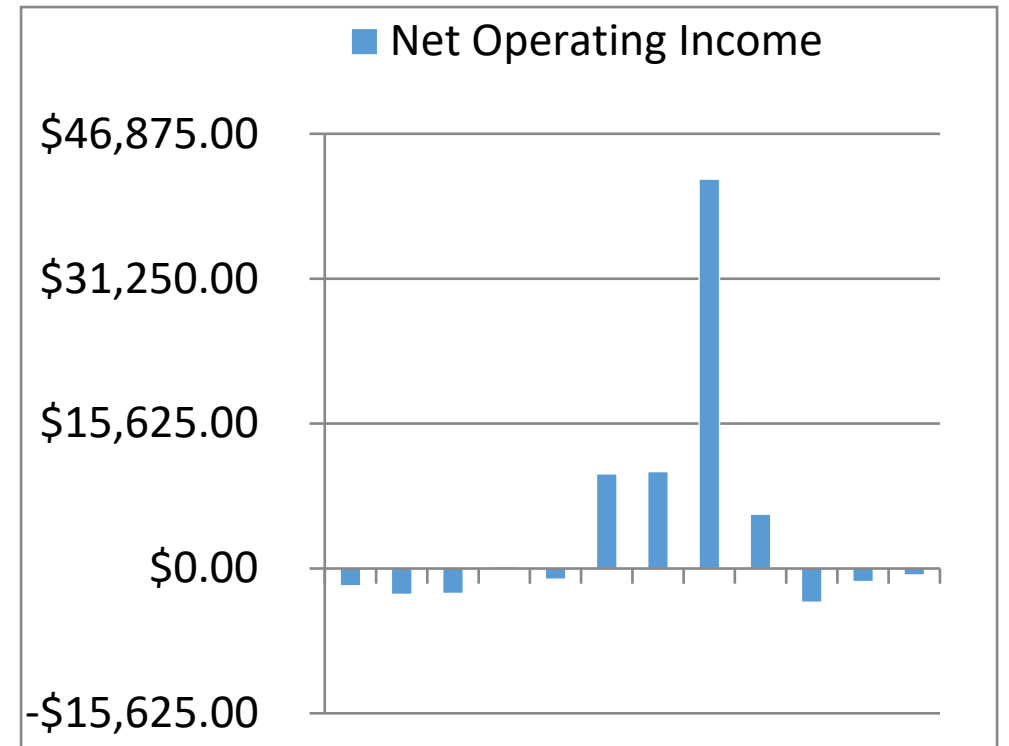
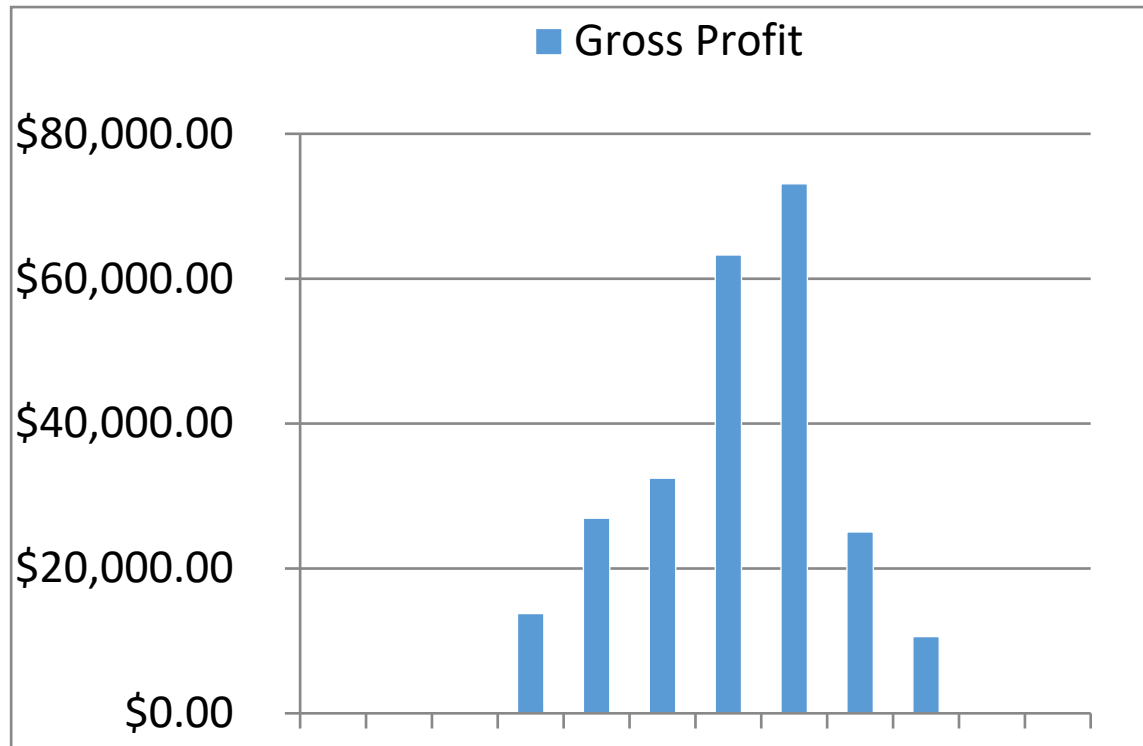
	Jan 2022	Feb 2022	Mar 2022	Apr 2022	May 2022	Jun 2022	Jul 2022	Aug 2022	Sep 2022	Oct 2022	Nov 2022	Dec 2022	Total
Income													
Sales	10,000.00	9,000.00	15,000.00	20,000.00	50,000.00	55,000.00	90,000.00	110,000.00	25,000.00	20,000.00	9,000.00	1,500.00	414,500.00
Sales Tax Paid		-500	-600	-1,000	-1,200	-2,500	-2,800	-6,000	-5,200	-2,600	-300	0	-22,700.00
Total Income	\$ 10,000.00	\$ 8,500.00	\$ 14,400.00	\$ 19,000.00	\$ 48,800.00	\$ 52,500.00	\$ 87,200.00	\$ 104,000.00	\$ 19,800.00	\$ 17,400.00	\$ 8,700.00	\$ 1,500.00	\$ 391,800.00
Cost of Goods Sold													
Cost of Goods Sold	350.00		700.00	350.00	100.00		900.00	1,500.00	0.00	500.00	150.00	100.00	4,650.00
Supplies & Materials - COGS	3,000.00	5,000.00	5,000.00	4,000.00	8,000.00	15,000.00	15,000.00	20,000.00	5,000.00	2,000.00	1,500.00	2,500.00	86,000.00
Total Supplies & Materials - COGS	\$ 3,350.00	\$ 5,000.00	\$ 5,700.00	\$ 4,350.00	\$ 8,100.00	\$ 15,000.00	\$ 15,900.00	\$ 21,500.00	\$ 5,000.00	\$ 2,500.00	\$ 1,650.00	\$ 2,600.00	\$ 90,650.00
Total Cost of Goods Sold	\$ 3,700.00	\$ 5,000.00	\$ 6,400.00	\$ 4,700.00	\$ 8,200.00	\$ 15,000.00	\$ 16,800.00	\$ 23,000.00	\$ 5,000.00	\$ 3,000.00	\$ 1,800.00	\$ 2,700.00	\$ 95,300.00
Gross Profit	\$ 6,300.00	\$ 3,500.00	\$ 8,000.00	\$ 14,300.00	\$ 40,600.00	\$ 37,500.00	\$ 70,400.00	\$ 81,000.00	\$ 14,800.00	\$ 14,400.00	\$ 6,900.00	-\$ 1,200.00	\$ 296,500.00
Expenses													
Advertising	500.00	500.00	500.00	400.00	2,500.00	500.00	3,000.00	500.00	2,000.00	1,500.00			11,900.00
auto	500.00	500.00	500.00	500.00	500.00	500.00	500.00	500.00	500.00	500.00	500.00	500.00	6,000.00
Bank Charges	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	36.00
Charitable Contributions			100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00		900.00
Insurance	500.00	500.00	2,000.00	500.00	900.00	500.00	2,000.00	2,000.00	500.00	500.00	500.00	500.00	10,900.00
Interest Expense	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	1,200.00
Legal & Professional Fees		300.00	200.00		500.00	100.00	1,500.00		100.00	100.00		100.00	2,900.00
Office Expenses	300.00	700.00	200.00	200.00	600.00	300.00	300.00	200.00	300.00	200.00	200.00	200.00	3,700.00
Payroll Expenses						2.24			2.27				4.51
Wages	7,000.00	7,000.00	8,000.00	9,000.00	10,000.00	13,000.00	31,000.00	19,000.00	9,000.00	5,000.00	3,000.00		121,000.00
Payroll Processing Fees	475.75	184.00	184.00	188.90	272.82	295.60	400.05	263.25	194.00	194.00	194.00		2,846.37
Promotional	500.00	300.00	50.00	250.00	70.00			0.00	100.00	300.00	1,200.00		2,770.00
Rent or Lease	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00	19,200.00
Repair & Maintenance	300.00	900.00	0.00	100.00	8,500.00	1,500.00	1,800.00	2,600.00	250.00	100.00	0.00	500.00	16,550.00
Shipping and delivery expense	50.00	50.00			50.00				50.00	150.00	50.00	150.00	550.00
Supplies	250.00	100.00	1,500.00	100.00	500.00	700.00	1,700.00	200.00	300.00	650.00	100.00	1,000.00	7,100.00
Taxes & Licenses	100.00		250.00		300.00					400.00			1,050.00
Tools		20.00	100.00			150.00	100.00	50.00		40.00	20.00		480.00
Travel Meals										100.00			100.00
Uncategorized Expense				50.00	100.00	100.00						77.00	327.00
Utilities	1,154.91	1,507.43	626.20	721.71	790.93	1,113.16	1,312.53	126.75	4,084.05	2,297.09	838.09	126.75	14,699.60
Total Expenses	\$ 13,333.66	\$ 14,264.43	\$ 15,913.20	\$ 13,813.61	\$ 27,386.75	\$ 20,564.00	\$ 45,415.58	\$ 27,243.00	\$ 19,183.32	\$ 13,834.09	\$ 8,405.09	\$ 4,856.75	\$ 224,213.48
Net Operating Income	-\$ 7,033.66	-\$ 10,764.43	-\$ 7,913.20	\$ 486.39	\$ 13,213.25	\$ 16,936.00	\$ 24,984.42	\$ 53,757.00	-\$ 4,383.32	\$ 565.91	-\$ 1,505.09	-\$ 6,056.75	\$ 72,286.52
Net Income	-\$ 7,033.66	-\$ 10,764.43	-\$ 7,913.20	\$ 486.39	\$ 13,213.25	\$ 16,936.00	\$ 24,984.42	\$ 53,757.00	-\$ 4,383.32	\$ 565.91	-\$ 1,505.09	-\$ 6,056.75	\$ 72,286.52

Model Seasonal Operations

January - December 2022													
	Jan 2022	Feb 2022	Mar 2022	Apr 2022	May 2022	Jun 2022	Jul 2022	Aug 2022	Sep 2022	Oct 2022	Nov 2022	Dec 2022	Total
Income													
Sales				20,000.00	50,000.00	55,000.00	90,000.00	110,000.00	25,000.00				350,000.00
Sales Tax Paid				-1,000	-1,200	-2,500	-2,800	-6,000	-5,200				-18,700.00
Total Income	\$ 0.00	\$ 0.00	\$ 0.00	\$ 19,000.00	\$ 48,800.00	\$ 52,500.00	\$ 87,200.00	\$ 104,000.00	\$ 19,800.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 331,300.00
Cost of Goods Sold													
Cost of Goods Sold				350.00	100.00		900.00	1,500.00	0.00				2,850.00
Supplies & Materials - COGS				4,000.00	8,000.00	15,000.00	15,000.00	20,000.00	5,000.00				67,000.00
Total Supplies & Materials - COGS	\$ 0.00	\$ 0.00	\$ 0.00	\$ 4,350.00	\$ 8,100.00	\$ 15,000.00	\$ 15,900.00	\$ 21,500.00	\$ 5,000.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 69,850.00
Total Cost of Goods Sold	\$ 0.00	\$ 0.00	\$ 0.00	\$ 4,700.00	\$ 8,200.00	\$ 15,000.00	\$ 16,800.00	\$ 23,000.00	\$ 5,000.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 72,700.00
Gross Profit	\$ 0.00	\$ 0.00	\$ 0.00	\$ 14,300.00	\$ 40,600.00	\$ 37,500.00	\$ 70,400.00	\$ 81,000.00	\$ 14,800.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 258,600.00
Expenses													
Advertising			500.00	400.00	2,500.00	500.00	3,000.00	500.00	2,000.00				9,400.00
auto	500.00	500.00	500.00	500.00	500.00	500.00	500.00	500.00	500.00	500.00	500.00	500.00	6,000.00
Bank Charges	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	36.00
Charitable Contributions			100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00		900.00
Insurance	500.00	500.00	2,000.00	500.00	900.00	500.00	2,000.00	2,000.00	500.00	500.00	500.00	500.00	10,900.00
Interest Expense	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	1,200.00
Legal & Professional Fees		300.00	200.00		500.00	100.00	1,500.00		100.00	100.00		100.00	2,900.00
Office Expenses				200.00	600.00	300.00	300.00	200.00	300.00	200.00	200.00	200.00	2,500.00
Payroll Expenses						2.24			2.27				4.51
Wages				9,000.00	10,000.00	13,000.00	31,000.00	19,000.00	9,000.00				91,000.00
Payroll Processing Fees				188.90	272.82	295.60	400.05	263.25	194.00				1,614.62
Promotional				250.00	70.00			0.00	100.00				420.00
Rent or Lease	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00	19,200.00
Repair & Maintenance			0.00	100.00	8,500.00	1,500.00	1,800.00	2,600.00	250.00	100.00	0.00	500.00	15,350.00
Shipping and delivery expense					50.00				50.00		50.00		150.00
Supplies				100.00	500.00	700.00	1,700.00	200.00	300.00		100.00	1,000.00	4,600.00
Taxes & Licenses	100.00		250.00		300.00					400.00			1,050.00
Tools						150.00	100.00	50.00					300.00
Travel Meals													0.00
Uncategorized Expense				50.00	100.00	100.00						77.00	327.00
Utilities	500.00	500.00	500.00	721.71	790.93	1,113.16	1,312.53	126.75	4,084.05	500.00	500.00	500.00	11,149.13
Total Expenses	\$ 3,303.00	\$ 3,503.00	\$ 5,753.00	\$ 13,813.61	\$ 27,386.75	\$ 20,564.00	\$ 45,415.58	\$ 27,243.00	\$ 19,183.32	\$ 4,103.00	\$ 3,653.00	\$ 5,080.00	\$ 179,001.26
Net Operating Income	-\$ 3,303.00	-\$ 3,503.00	-\$ 5,753.00	\$ 486.39	\$ 13,213.25	\$ 16,936.00	\$ 24,984.42	\$ 53,757.00	-\$ 4,383.32	-\$ 4,103.00	-\$ 3,653.00	-\$ 5,080.00	\$ 79,598.74
Net Income	-\$ 3,303.00	-\$ 3,503.00	-\$ 5,753.00	\$ 486.39	\$ 13,213.25	\$ 16,936.00	\$ 24,984.42	\$ 53,757.00	-\$ 4,383.32	-\$ 4,103.00	-\$ 3,653.00	-\$ 5,080.00	\$ 79,598.74

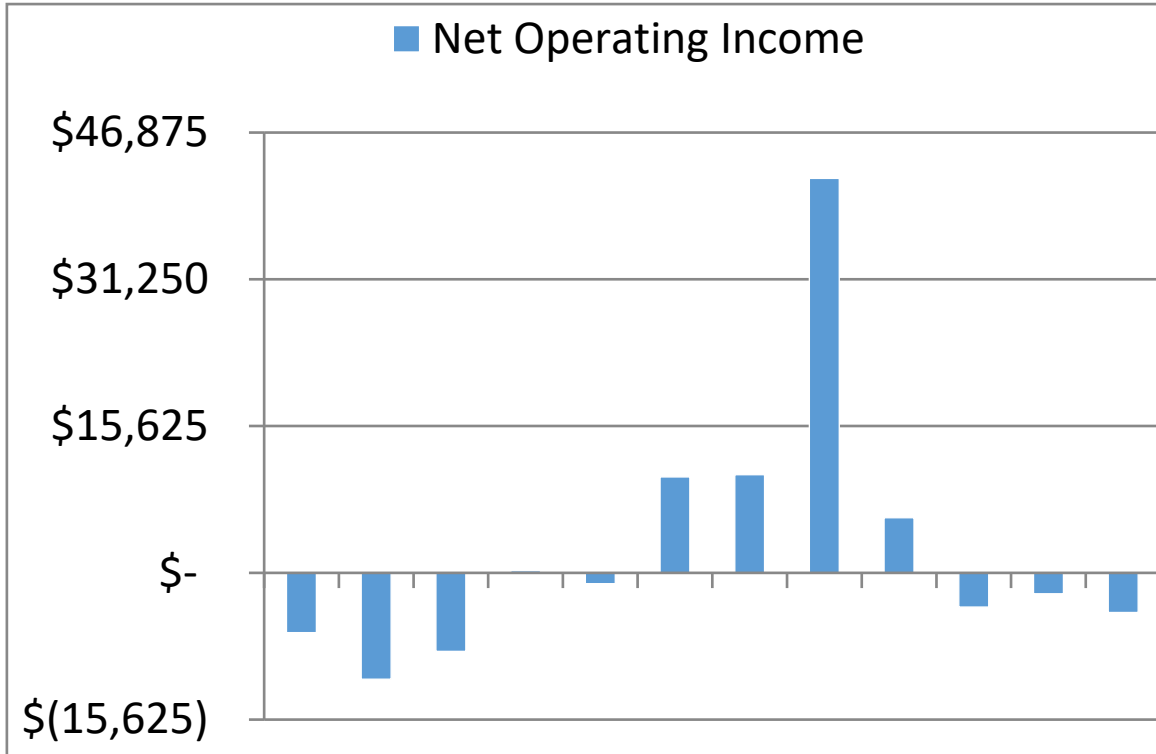


Seasonal Cash Flow

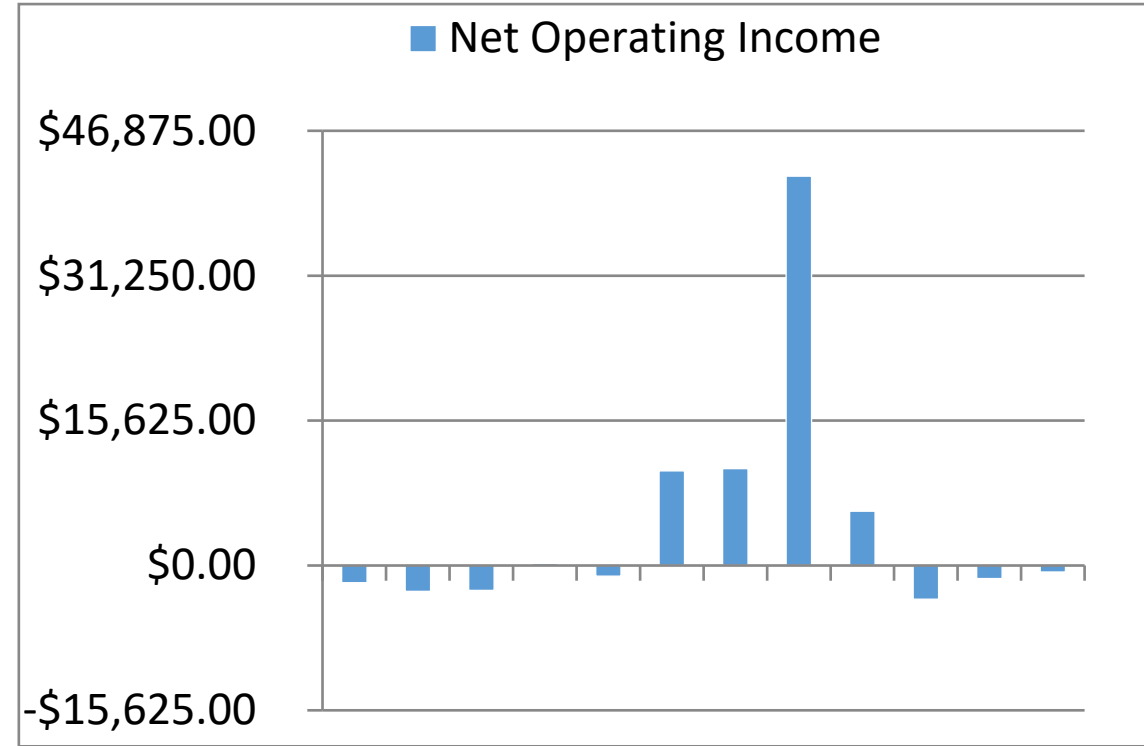


Annual Net Income \$54,425

Year Round vs. Seasonal Cash Flow



Annual Net Income **\$72,286**



Annual Net Income **\$79,598**

How much cash do I need in the off-season?

- Use your cash flow model
- Identify total deficit
- Identify cash needs to start up for new season



Model Seasonal Operations

January - December 2022													
	Jan 2022	Feb 2022	Mar 2022	Apr 2022	May 2022	Jun 2022	Jul 2022	Aug 2022	Sep 2022	Oct 2022	Nov 2022	Dec 2022	Total
Income													
Sales				20,000.00	50,000.00	55,000.00	90,000.00	110,000.00	25,000.00				350,000.00
Sales Tax Paid				-1,000	-1,200	-2,500	-2,800	-6,000	-5,200				-18,700.00
Total Income	\$ 0.00	\$ 0.00	\$ 0.00	\$ 19,000.00	\$ 48,800.00	\$ 52,500.00	\$ 87,200.00	\$ 104,000.00	\$ 19,800.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 331,300.00
Cost of Goods Sold													
Cost of Goods Sold				350.00	100.00		900.00	1,500.00	0.00				2,850.00
Supplies & Materials - COGS				4,000.00	8,000.00	15,000.00	15,000.00	20,000.00	5,000.00				67,000.00
Total Supplies & Materials - COGS	\$ 0.00	\$ 0.00	\$ 0.00	\$ 4,350.00	\$ 8,100.00	\$ 15,000.00	\$ 15,900.00	\$ 21,500.00	\$ 5,000.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 69,850.00
Total Cost of Goods Sold	\$ 0.00	\$ 0.00	\$ 0.00	\$ 4,700.00	\$ 8,200.00	\$ 15,000.00	\$ 16,800.00	\$ 23,000.00	\$ 5,000.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 72,700.00
Gross Profit	\$ 0.00	\$ 0.00	\$ 0.00	\$ 14,300.00	\$ 40,600.00	\$ 37,500.00	\$ 70,400.00	\$ 81,000.00	\$ 14,800.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 258,600.00
Expenses													
Advertising			500.00	400.00	2,500.00	500.00	3,000.00	500.00	2,000.00				9,400.00
auto	500.00	500.00	500.00	500.00	500.00	500.00	500.00	500.00	500.00	500.00	500.00	500.00	6,000.00
Bank Charges	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	36.00
Charitable Contributions			100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	900.00
Insurance	500.00	500.00	2,000.00	500.00	900.00	500.00	2,000.00	2,000.00	500.00	500.00	500.00	500.00	10,900.00
Interest Expense	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	1,200.00
Legal & Professional Fees		300.00	200.00		500.00	100.00	1,500.00		100.00	100.00		100.00	2,900.00
Office Expenses				200.00	600.00	300.00	300.00	200.00	300.00	200.00	200.00	200.00	2,500.00
Payroll Expenses						2.24			2.27				4.51
Wages				9,000.00	10,000.00	13,000.00	31,000.00	19,000.00	9,000.00				91,000.00
Payroll Processing Fees				188.90	272.82	295.60	400.05	263.25	194.00				1,614.62
Promotional				250.00	70.00			0.00	100.00				420.00
Rent or Lease	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00	19,200.00
Repair & Maintenance			0.00	100.00	8,500.00	1,500.00	1,800.00	2,600.00	250.00	100.00	0.00	500.00	15,350.00
Shipping and delivery expense					50.00				50.00		50.00		150.00
Supplies				100.00	500.00	700.00	1,700.00	200.00	300.00		100.00	1,000.00	4,600.00
Taxes & Licenses	100.00		250.00		300.00					400.00			1,050.00
Tools						150.00	100.00	50.00					300.00
Travel Meals													0.00
Uncategorized Expense				50.00	100.00	100.00						77.00	327.00
Utilities	500.00	500.00	500.00	721.71	790.93	1,113.16	1,312.53	126.75	4,084.05	500.00	500.00	500.00	11,149.13
Total Expenses	\$ 3,303.00	\$ 3,503.00	\$ 5,753.00	\$ 12,813.61	\$ 27,386.75	\$ 20,564.00	\$ 45,415.58	\$ 27,243.00	\$ 19,183.32	\$ 4,103.00	\$ 3,653.00	\$ 5,080.00	\$ 179,001.26
Net Operating Income	-\$ 3,303.00	-\$ 3,503.00	-\$ 5,753.00	\$ 486.39	\$ 13,213.25	\$ 16,936.00	\$ 24,984.42	\$ 53,757.00	-\$ 4,383.32	-\$ 4,103.00	-\$ 3,653.00	-\$ 5,080.00	\$ 79,598.74
Net Income	-\$ 3,303.00	-\$ 3,503.00	-\$ 5,753.00	\$ 486.39	\$ 13,213.25	\$ 16,936.00	\$ 24,984.42	\$ 53,757.00	-\$ 4,383.32	-\$ 4,103.00	-\$ 3,653.00	-\$ 5,080.00	\$ 79,598.74



Model Seasonal Operations

Utilities	500.00	500.00	500.00	721.71	790.93	1,113.16	1,312.53	126.75	4,084.05	500.00	500.00	500.00	11,149.13
Total Expenses	\$ 3,303.00	\$ 3,503.00	\$ 5,753.00	\$ 13,813.61	\$ 27,386.75	\$ 20,564.00	\$ 45,415.58	\$ 27,243.00	\$ 19,183.32	\$ 4,103.00	\$ 3,653.00	\$ 5,080.00	\$ 179,001.26
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Net Income	-\$ 3,303.00	-\$ 3,503.00	-\$ 5,753.00	\$ 486.39	\$ 13,213.25	\$ 16,936.00	\$ 24,984.42	\$ 53,757.00	-\$ 4,383.32	-\$ 4,103.00	-\$ 3,653.00	-\$ 5,080.00	\$ 79,598.74

\$12,559

+

\$12,836

Plus Spring Start-up Costs: \$10,000

Plus Debt Servicing: \$20,000

= \$55,395 (minimum)



Cash Reserves Approach

- No Interest payments
- Need to budget for unforeseen expenses (i.e. repairs, etc.)
- **Rampant winter anxiety – will there be enough left for startup next Spring?**



What can your bank do for you?



- Banks provide many products and services that can assist you with running your small business. These products include:
- Deposit Products – Checking and Savings Accounts
- Business Credit Cards and Business Lines of Credit
- Payment Services/Accounting Services/Payroll Services
- Merchant Services and Treasury Services
- **Advice** - This is what you should expect out of your bank
- **[Small Business Resource Center – Tools, Videos & Articles For Owners | TD Bank](#)**

Business Credit Card



- A Business Credit Card is a crucial part in managing cash flow as well as creating payment flexibility when purchasing goods and services to run your business.
- Using a Business Credit Card allows you to use the bank's money for a 30-day period without accruing interest. This is a cost-effective way to purchase materials without using any of your free cash to purchase startup materials for a specific project.
- Earn Rewards that you can use to enhance your cash flow.
- Applying for a Credit Card is simple however a credit application needs to be approved to acquire a card.

Business Line of Credit

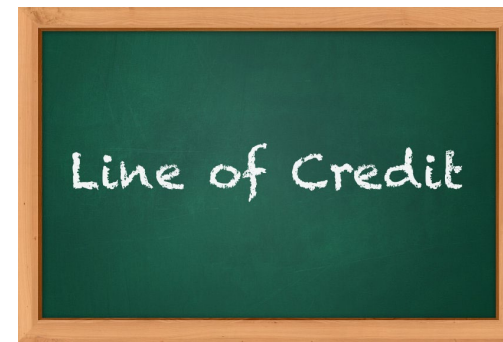


- A BLOC is a vehicle that will assist you scaling your business to take on larger projects and provide a crucial winter cash flow option.
- Pros and Cons to a BLOC.

Business Line of Credit

 PROS	 CONS
Only pay for what you use	Can have high interest rates
Have capital on hand for emergencies	Limits can be lower than term loans
Funds replenish as you pay back borrowed money	Draw fees per transaction could apply

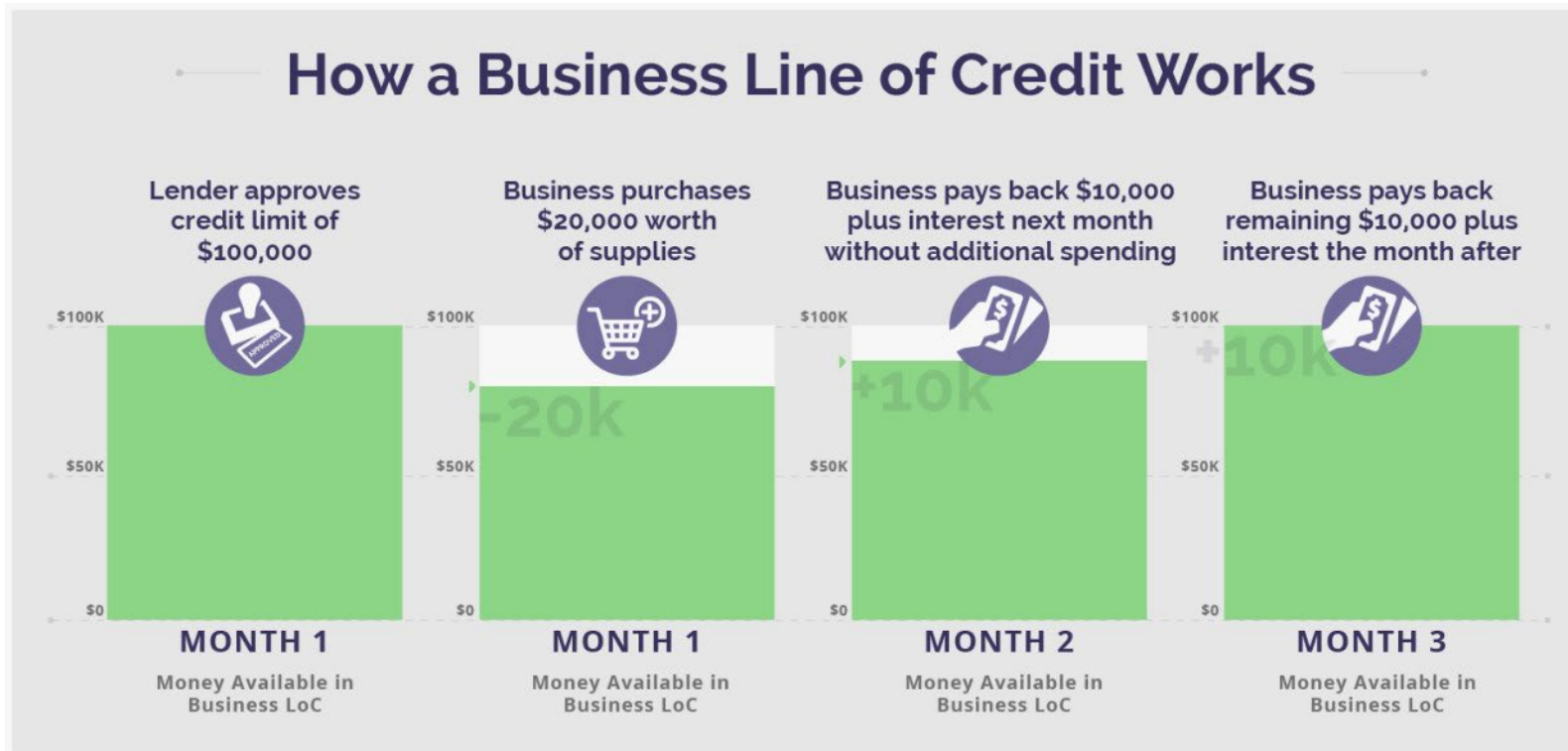
How to obtain a Business



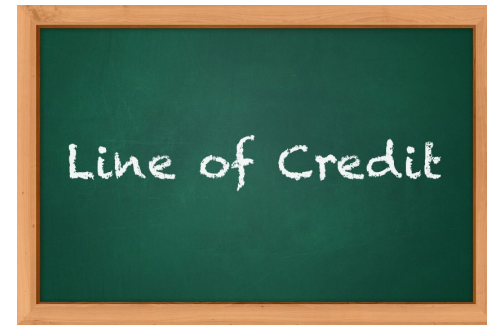
- A BLOC is a credit product that needs to be approved through an underwriting process. This process contains what bankers like to call the three C's of Credit. Credit Score, Cash Flow and Collateral. All applicants need to have a good Credit Score, solid Cash Flow and Collateral that will support the loan.
- Applying requires and Application to be filled out, as well as documents supporting the three C's such as Income Statement, Balance Sheet or Tax Returns if requested.
- Once reviewed by the bank's underwriter the application is decisioned and the BLOC is either granted or declined.
- Not all banks look at collateral the same way so ask you banker what their requirements are.

How a Business Line of Credit Works

- Chart Below is one example of using a BLOC properly



Business Line of Credit Usage



- An example on the usage of a line is as follows. Business needs to purchase materials for a large customer where a deposit cannot be obtained such as municipalities. The project is completed, the customer pays the invoice, and you pay your LOC to zero. The cost of this financing is the interest accrued for that short period.
- Another usage is starting up your business for the season. You should use your LOC to purchase startup inventory or to bring on help just to get you ready for your season. This will help you keep your free cash in the bank and available if needed.
- One major restriction of a LOC is that it needs to be paid down to zero for at least 30 days in a fiscal year. This requirement is designed to show that the LOC is being properly used.

Summary

- Do a cash flow analysis – your SBDC advisor will be happy to help
- Model your seasonality so you understand what your needs are
- Cherry pick seasonal opportunities for cash if you are a retail business
- Manage your cash and monitor it
- Work with your banker – they understand seasonality challenges and have tools to help