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How to start a business: Coping with business regulations

Timothy Richard Engelhardt

The University of Montana

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INTRODUCTION

This book is a "how-to" guide for helping cope with Montana and federal regulations when starting a business in the state of Montana. This guide provides a step-by-step process and explanations of alternative decisions in each of the steps. Each decision alternative will be discussed in detail and important considerations for each alternative for present and future ramifications will be presented. The guide will address structural, legal, financial, and personnel considerations in starting a business.

This guide will not address the products or services offered by the business, how to market them, or how to operate the business. Several excellent books, such as the "Montana Entrepreneur’s Guide," provide information on developing ideas, planning for the business, developing a business plan, and financing the business.

Each Chapter contains a checklist of decisions and activities, a narrative explaining the checklist activities, a list of sample forms (which are contained in appendix A), a list of sample documents (contained in Appendix B), and a list of sources of information.

WHO SHOULD READ THIS BOOK

This guide is for the typical small, for profit business starting in Montana. These businesses begin with as few as one "part-time" owner with no employees, to several owners employing dozens of workers. Not typical are start-ups with complex
capitalization structures seeking millions of dollars of debt and equity combinations. This
guide provides guidelines for the necessary steps and the options and considerations for
making decisions that will be faced by a company starting with less than $500,000 in
private placement capitalization and with fewer than 50 employees. Considerations for
public stock offerings, complex limited partnership agreements, foreign corporations, and
international trade are not addressed because such start-ups need to have professional
consultants involved in all aspects of the process.

The decisions that need to be made when starting a business are detailed and
significant considerations affecting the decisions are discussed, offering pros and cons
for each decision alternative.

This guide does not address those decision processes involved in the evaluation
of business ideas, product and/or service offerings, target markets, or marketing
strategies. The business planning process is discussed only in the context that the
decisions that need to be made about structure, ownership, employees, sources of
funding, bonding and insurance, and taxes will affect the business plan and must be made
prior to completing the plan.

EXAMPLE COMPANY

We will use an example company to demonstrate a real life situation. The
company we will use is a fictitious one and the names of those involved are not meant
to be real people.
Montana Stitchery, Incorporated is a company that will manufacture nylon and leather bags for sale. There are three people who will start the business and they will hire at least three others to help with manufacturing and book-keeping. They will need to purchase some raw material inventory, three sewing machines, and some other miscellaneous equipment. They will also be faced with leasing space, contacting suppliers, and marketing their products. In the future, they plan to contract with other companies to sew their designs.

Founders of Montana Stitchery, Inc:
Tim Leader President investing a computer (worth $5,000) and $5,000 in cash
Jeff Workman Vice President investing $10,000 in cash
I.N. Vester "silent partner" investing $25,000 in cash

Total Investment: $40,000
Additional capital needed through debt: $23,000
Use of initial funding:
purchase 5 sewing machines $15,000
purchase other miscellaneous equipment $3,000
purchase raw material for inventory $15,000
6 months operating funds including wages $30,000

Total capital needed: $63,000
CHAPTER 1
COMPANY NAME AND STRUCTURE

INTRODUCTION

The first task of a new business is to choose a name and a company structure. You must have a name before you can begin the paper-work process that is necessary to identify your company with the Federal government, the Montana State government, and your local government. Additionally, you must have a name in order to do business with your suppliers and your customers.

Your name is important because it gives your company an image and, later, projects your reputation. When a customer hears your name, an immediate image of what your company is comes to that customer’s mind. The name must not mislead or confuse the customer. It must conjure up an idea of what and who you are and what it is that you do. Choose the name carefully - your company must live with it for a long time and change can be very expensive.

Your name also may depend, to a degree, on what company structure you choose. The three common forms of company structure available to small, for profit companies are a sole proprietorship, a partnership, and a corporation. If your company is a corporation, the State of Montana has specific rules regulating the name and the words used in the name.

The structure you choose also establishes how the ownership of the company will
be organized, the amount of liability of the owners with regard to the debt incurred by the company, how taxes are assessed and paid, who gets the profits, and what happens to the company in the event of the death of an owner. Liability for debts can come from losses from operating the business, taxes owed, or any other claims such as legal damages resulting from a lawsuit.

Once you have decided on a name and structure, you can begin the process of registering your business with the Federal and State governments. You must first register with the Montana Secretary of State and then with the Internal Revenue Service.

As you begin the process, it is vitally important that you establish a file for your company records. Each time you complete a step and send in the necessary paper work, you will normally receive some kind of conformation or response from the agency you are dealing with. You must keep copies of each of the forms and documents you send in and you must keep copies of the response you receive. Buy a file cabinet and dedicate a drawer to your company papers.

CHECKLIST

I. Choose a company structure
   A. Sole Proprietorship
   B. Partnership
   C. Corporation
      1. Montana Close Corporation
      2. S corporation election

II. Choose a company name

III. Check with Montana Secretary of State to see if name is used
    A. File a name reservation if needed

IV. File the company papers
A. Sole proprietorship
   1. File an ABN with Secretary of State

B. Partnership
   1. File an ABN with Secretary of State
   2. File form SS4 with IRS
   3. Develop a partnership agreement
      a. Limited partnership files partnership agreement with Secretary of State

C. Corporation
   1. File and ABN with Secretary of State (optional)
      a. Existing "foreign" corporations file Form FC4 with Secretary of State
   2. Choose a regular or Montana Close Corporation
      a. Regular corporation
         1) Develop Articles of Incorporation
      b. Montana Close Corporation
         1) Develop Bylaws
         2) Determine stock transfer process
         3) Develop Articles of Incorporation
   3. Register with the Secretary of State
      a. Articles of Incorporation
      b. Filing fee
   4. File form SS4 with IRS
   5. Develop By-Laws
   6. Hold organizational meeting
      a. Determine initial capitalization & investment and allocate stock to initial stockholders
      b. Adopt by-laws
      c. Elect board of directors
      d. Appoint officers
      e. Decide S corporation election
         1) file form 2553 with IRS
   7. Issue stock certificates
      a. Obtain corporate seal (optional)
      b. Complete and distribute certificates
      c. Start and maintain shareholders records

IV. Establish and maintain company records

CHOOSING A COMPANY STRUCTURE

There is no one type of structure that is the best. Individual circumstances must
be considered while evaluating the pro’s and con’s of each type of structure. The individuals involved, the tax consequences for both the business and the owners, the sharing of profits, the potential liability, and the continuation of the business in the event of death of a owner are major factors in determining the best structure.

**Sole Proprietorship**

A sole proprietor is an individual who owns 100% of the company. If others will have an ownership share, then the structure must be either a partnership or a corporation. An individual can own 100% of the stock of a corporation.

The owner will receive all the profits and will pay all the taxes. Taxes are paid on the owners’ individual tax return using Schedule C. Sole proprietors are exempt from unemployment taxes and from workers compensation insurance. The owner will be totally responsible for all business debts.

Sole proprietorships are the easiest and least expensive to start, operate, and terminate. There is no paper work required to start; however, it is strongly urged that the name be registered with the State of Montana.

Capital investment for the sole proprietorship is provided only by the owner. If additional funds are needed, they must be obtained through debt. A bank loan or a loan from family or friends are the most common sources of debt. Many times, debt financing is difficult. The owner’s financial resources usually provide the collateral that a lending institution will demand.
The sole proprietorship ends when the owner wishes it to or when the owner dies.

**Partnership**

A partnership is owned by two or more persons. The most common form is the "general partnership" where the partners share in the management of the business, the profits (or losses) of the business, and are totally responsible for the debts of the company.

Each partner is an "agent" for the partnership and therefore can enter into agreements and contracts on behalf of the partnership, hire and fire employees, borrow money, and do whatever is necessary to operate the business. Potential liability problems can arise when partners can't agree on actions or if they take individual actions not agreeable to the other partner. Each partner is responsible for the actions of the other partner, whether agreed to or not. If one partner accumulated debts and cannot pay, the debtor can seek payment from the other partners.

Partnerships can be started and ended without legal forms. However, it is strongly recommended that a partnership agreement be written and signed by all partners before entering into any business. This agreement will address the share of ownership, how profits (and losses) are to be shared, and how the partnership may end. Table 1-5 lists some of the elements of a partnership agreement. A partnership ends when one of the partners wishes it to, when one of the partners dies, when a partner is removed, or with the bankruptcy of a partner. Most partnership agreements specifically address how
the partnership will end in any of these circumstances. Although the partnership will end, the company can continue with a new partnership agreement modified to reflect the new ownership.

Because of the nature of partnerships, one of the most important considerations in forming one is to be sure that the partners are compatible. A frequent reason for the breakup of a partnership is disagreements between partners. The best advice is to know your partners very well before you agree to go into business together.

Profits are allocated to the partners based on the partnership agreement. A partnership tax return must be filed, but taxes are paid by the partners on their individual tax returns.

Partnerships are more expensive to set up than sole proprietorships. It is a good idea to have an attorney experienced in structuring partnerships help develop the partnership agreement.

Capital investment is provided by the partners. Additional capital can be obtained by additional investment from the current partners, by allowing another partner to buy in, or by debt financing. Debt financing from lending institutions is usually easier than for a sole proprietorship because the company has two or more partners to provide the needed collateral through personal loan guarantees.

There is a special kind of partnership called a "limited partnership" that may be applicable in some situations. The partnership is structured with a general partner, who manages the business and is personally responsible for the debts of the company, and limited partners, who invest but are not involved in the management or operation of the
company and are responsible for debts only to the limit of their investment. Limited partnerships are complex and require an attorney who is experienced in setting them up.

Corporations

A corporation is a legal entity that exists in the eyes of the law as separate and distinct from its owners. The corporation enters into contracts, borrows money, hires and fires employees, and is solely responsible for its debts. Individuals and other companies can become owners (shareholders) of a corporation by purchasing shares of stock. The purchasing of stock is the method of investing money in the company. The owners of the corporation may or may not participate in the management and operation of the company and they are limited in their liability to the amount of their investment in the corporation. Corporations can have one or more stockholders.

Profits can be kept by the corporation or can be distributed to the owners through stock dividends. The corporation is responsible for paying the taxes on the profits. The owners are responsible for paying taxes on any dividends that they receive. In this manner, the profits of a corporation can be taxed twice - paid once by the corporation and the second time by the shareholders. It is important to remember, however, that the corporation does not have to pay dividends.

Corporations are run by a "board of directors" who are elected by the shareholders. In most small corporations, each share of stock represents one vote. Shareholders cast one vote for each share of stock that they own and a majority of votes
decides the winner. Directors are responsible for managing the business. The directors appoint corporate officers who are responsible for the day-to-day operation of the business under the direction of the directors. A director can also be an officer (which is usually the case in small corporations.) Duties of the directors can be specified in the Articles of Incorporation and the corporate bylaws. Montana law requires at least one director.

The board of directors of most small corporations quite often are made up of the founder, their spouse, and perhaps two to four acquaintances. In many cases, little thought is given to selecting board members who can significantly contribute to the company. Often the most useful members are those who have had experience with the types of problems the new company is about to face. When selecting board members, seek out individuals that can help you in specific areas where you anticipate problems.

Corporations are the most difficult and expensive business structure to establish. Articles of incorporation, bylaws, a board of directors, corporate officers, annual directors’ meetings, annual stockholders’ meetings, and ownership records all must be established. Table 1-1 lists the requirements for starting a corporation.

Capital investment is obtained by selling stock to shareholders. Additional investment can be obtained by selling additional stock - to either the present owners or to new owners. Debt financing will depend on the assets of the corporation to provide collateral. Many times, a new corporation will require a "co-signer" for loans. The
TABLE 1-1

Requirements of a Corporation

1. Articles of Incorporation
2. Bylaws
3. A registered agent and location
4. A board of directors
5. Board of director appointed officers
6. Shareholder(s) - owners of stock
7. Stock certificates for each shareholder
8. An organizational meeting
9. Minutes of organizational and subsequent board of director meetings
10. An annual meeting of shareholders
11. Notifications of all meetings of shareholders and directors
12. Records of authorized and issued shares of stock
13. Name and address lists of shareholders
14. Records of all dividends issued
15. Annual report for Montana Secretary of State
16. Corporate accounting records
17. Corporate records of all above available for inspection at any time by shareholders

Source: MCA Title 35

assets of the co-signer provide the needed collateral. The co-signer can be any individual, partnership or corporation that is willing.

Corporations do not end with the death of an owner. That deceased owner's stock is passed on to his heirs or is sold to another owner. A corporation can be terminated only by filing Articles of Dissolution and by disposing of all assets, settling all debts, and distributing whatever is left to the shareholders.

Because small corporations depend heavily on a few stockholders, it is of the
utmost importance for the shareholders to have "shareholders agreements." These agreements provide a process for the corporation or its surviving owners to purchase the shares of stock of the shareholder who dies. The deceased owner’s heirs may not be capable (or desirable by existing owners and management) of participating in the management of the company. An agreement that allows the surviving owners to purchase the shares or to sell them to another investor who may be more acceptable to the surviving owners can mean the survival of the company. In this manner, a corporation can insure its survival. Purchasing the stock of a deceased owner may, however, be financially prohibitive. Many shareholder agreements include life insurance techniques to provide funds for share purchases, Chapter 7 discusses these insurance techniques.

Montana Close Corporation

A Montana Close Corporation can be established under a special Act passed by the Montana legislature, which is described in Montana Code Annotated Title 35 Chapter 9. The Act is designed specifically for small businesses. A close corporation must specify that it is a "close corporation" in its Articles of Incorporation and must have 25 or fewer shareholders. It has all the advantages and liability protection afforded a regular corporation, but can be set up to eliminate many of the costly operational requirements. Some of the features that can apply to a close corporation are listed in Table 1-2. The Articles of Incorporation of a close corporation essentially replace the bylaws and therefore will be more complex, time consuming, and expensive to write.
A close corporation can change back to a regular corporation by amending its Articles of Incorporation and submitting the changes to the Secretary of State. Conversely, a regular corporation can become a close corporation by amending and filing its Articles of Incorporation.

The restrictions on share transfers replace the shareholder agreements that were discussed earlier. The agreement is now contained in the Articles of Incorporation.

**S Corporation**

Every corporation is a "C corporation" unless the owners apply with the IRS for an "S Corporation" status. An S corporation is no different than any other corporation but is taxed like a partnership. Profits (or losses) are allocated to the shareholders based on their percentage of ownership and the taxes are paid by the shareholders on their individual tax returns. The specific requirements that a company must meet to qualify for
as an S corporation are shown in Table 1-3. A Montana Close Corporation can be either a C or an S corporation.

| TABLE 1-3 |
| Montana Close Corporation Features |
| 1. Eliminate the Board of Directors |
| 2. Treat the corporation as a partnership |
| 3. Allow one or more shareholders to dissolve the corporation |
| 4. Eliminate the Bylaws (Articles of Incorporation replace bylaws) |
| 5. Eliminate the Annual Meeting |
| 6. Allow one person to hold all corporate offices |
| 7. Absolve shareholders from personal liability |
| 8. Restrict share transfers (shareholder agreements to allow the corporation first opportunity to purchase stock of another owner from his/her heirs) |

A new company must request an S corporation election within 75 days of beginning its taxable year (not necessarily when it files its Articles of Incorporation with the secretary of state.) The first taxable year can begin when it issues stock to shareholders, acquires assets, or begins to do business - whichever comes first. It can request an election in subsequent years by filing within the first 75 days of the beginning of the current taxable year. IRS form 2553 is used to request S corporation election and must be signed by all shareholders.

If any of the requirements cannot be met after receiving S status, the company reverts to a regular C corporation status (for example, a company may need additional
capital and it sells stock to another corporation. It then loses its S corporation status and reverts to a C corporation.) The shareholders also can revoke the S election at the beginning of a tax year. If S status is revoked or is lost, the corporation cannot re-apply for S status for a period of five years. Changing status should be done only under the consultation of a qualified tax consultant.

Business structures - a comparison

When comparing the choices of business structure, it is helpful to compare the major differences. Table 1-4 gives a brief comparison. The primary considerations when choosing a structure are how the taxes will affect the owners, and the degree of liability the owners are willing to personally assume. Each company's situation can be different. It is important to discuss these considerations with both a tax accountant and an attorney who are familiar with business start-ups and with tax ramifications.

CHOOSING A COMPANY NAME

Once a company structure is chosen, the company name can be finalized. The name is important to the company. It must live with it for a long time because changing can be expensive - not only must legal paperwork be re-filed, but advertising, stationary, phone-book listings, signs, and business cards must be changed. Customers and
TABLE 1-4  
Business Structure Comparison

<table>
<thead>
<tr>
<th>Characteristic</th>
<th>Sole Proprietorship</th>
<th>Partnership</th>
<th>Corporation</th>
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<tr>
<td>Ease of Formation:</td>
<td>Simplest</td>
<td>Simple but needs partnership agreement</td>
<td>Formal documents - most difficult and costly</td>
</tr>
<tr>
<td>Ease of Operation:</td>
<td>Simple - owner runs</td>
<td>Partners agree on operating decisions</td>
<td>Shareholders elect a board of directors who, in turn, appoint officers who are responsible for running the business.</td>
</tr>
<tr>
<td>Liability Exposure for company debts</td>
<td>Owner 100% Responsible for company debts</td>
<td>Partners 100% responsible for debts and other partners' actions</td>
<td>Stockholders liable to the limit of investment. Some potential liability for corporate officers and directors.</td>
</tr>
<tr>
<td>Tax on Profits:</td>
<td>Owner taxed at individual rate. No Company tax return.</td>
<td>Partners taxed at individual rate. Partnership files a tax return.</td>
<td>Corporation files return - pays rate higher than individual's. Dividends paid to shareholders are taxed at individual rate.</td>
</tr>
<tr>
<td>Duration of Company:</td>
<td>Ends with death or wishes of owner</td>
<td>Ends with death, withdrawal, or bankruptcy of any partner</td>
<td>Perpetual - ends only when shareholders wish</td>
</tr>
<tr>
<td>Ease of Obtaining Capital:</td>
<td>Owner provides - can be difficult to obtain debt financing</td>
<td>Owners provide - easier to obtain than sole proprietorship</td>
<td>Owners provide, but can sell stock to additional owners. Debt can be easier to obtain.</td>
</tr>
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</table>

suppliers must also be notified and some degree of confusion will occur.

A name must clearly identify the product or service that your company is going to offer. The name should be recognizable and should also not be confused with existing companies. Most importantly, it must be legal. Careful research and selection can prevent you from being sued by another company that accuses you of infringing on their name. A law suit can be expensive and you may be forced to change your name and
incur the cost and confusion of changing.

Once you have one or more names that you would like to use, call the Montana Secretary of State and check to see if there are any other companies that are using that name. Montana recognizes two types of names. The first is an "Assumed Business Name", referred to as an ABN. The Secretary of State will not allow you to file a name that is "deceptively similar" to another assumed business name registered in Montana. Any company can file an ABN whether it is a sole proprietorship, a partnership, or a corporation. It is the only method for a proprietorship or a partnership to legally use a name.

A corporate name is the second method of registering a business name. Montana requires that a corporation name contain one of the following words or abbreviations: "corporation, incorporated, company, limited, corp., inc., co., or ltd." A business incorporates by sending Articles of Incorporation and the appropriate fee to the Secretary of State. The corporation name is then compared to other corporate names. A name will be accepted if it is "distinguishable in the record" from another name. Care must be taken here. The name "McDonald's Hamburger Company" would be registered, but McDonald's, Inc. would most likely instigate legal processes to prevent you from using a name that is so similar to this established company's name. Just because the name is "legal" in Montana doesn't mean that you won't be subject to a law suit, that you could lose the suit, that you could pay damages, and that you will have to change your name. Unfortunately, the Montana and Federal court systems will have the final decision.

If the name you choose is rejected by the Secretary of State, you can either
change your name or try to get a release from the other company for you to use the name. If that company rejects your request, you can contest the registration by sending a notice to the Secretary of State along with a $100 fee. The State will ask for facts and arguments from each business and then make a decision. If the decision is not favorable to one of the parties, they can file a protest with the District Court. It is important to recognize that another company can try the same process with your business if they wish to file a name that is similar to yours. Registration with the State gives you legal grounds to defend the right to your name. The best method of making sure you are protected is to file both ABN and the corporate name if you are incorporating in Montana.

Once your name is chosen, you can call the Secretary of State to see if the name is acceptable. You can reserve a name by filling out Form C-5 and sending it to the Secretary of State along with a $10 fee. Your name will be reserved for 120 days. You can reserve the name two more times, effectively reserving the name for one year. A new form C-5 and the $10 fee must be submitted each 120 days. You would need to reserve the name to allow time to complete the rest of your paperwork and you are ready to officially file your assumed business name or your incorporation papers (or both.)

FILE THE COMPANY PAPERS

Sole Proprietorship
No papers need to be filed to start a sole proprietorship. However, to protect your name from use by other companies and to prevent possible problems with another business who may have the same or a similar name, an Assumed Business Name must be filed with the Secretary of State. Form ABN-23 can be obtained from the Secretary of State, filled out and submitted along with a check for $15.00 and mailed back to the Secretary of State. Within two weeks, you will receive confirmation of the registration of your name.

The Secretary of State will notify the Montana Department of Revenue and you will receive tax information from them.

If you will hire employees, the Federal government must also be notified. An Internal Revenue Service (IRS) form SS4 must be filled out and sent to the IRS in Ogden, Utah. This form requests a "Federal Employer Identification Number" referred to as an FEIN or an EIN. It is your business’s "social security number." You must have this number even if you don’t have any employees. All correspondence with the IRS and the Montana Department of Revenue must contain this number. When you go to a bank to open a business checking account, the bank will ask for your EIN number.

**Partnership**

The process for filing you name is the same as that for a sole proprietorship. Form ABN-23 and the $15.00 fee is sent to the Secretary of State, and form SS4 completed and sent to the IRS.

Although a partnership requires no formal agreements, it is critical that a
partnership agreement be prepared. Important elements that should be part of an agreement are listed in Table 1-5. It is recommended that an attorney experienced in setting up partnerships be consulted to assist you in developing your agreement.

**TABLE 1-5**

**Partnership Agreement Elements**

1. Name and address of the partnership
2. Capital investment by each partner
3. How additional investment can and must be made - partners’ capital account balances
4. How profits and losses are distributed to the partners
5. Regular withdrawal of profits
6. The participation of each partner in the management and operation of the business - duties, responsibilities, and time contribution
7. Procedures for admitting a new partner
8. Method of valuing a partner’s ownership share in the event of withdrawal or death
9. Method of liquidating that partner’s share
10. Procedures of removing a partner
11. The operation of the business, handling of money, investments, equipment, accounting, and the signing of checks

If you want to form your partnership as a limited partnership, you must send your Limited Partnership Agreement, along with $20, to the Montana Secretary of State. Additional tax, organizational, and reporting considerations must be included in a limited partnership agreement. An attorney experienced in setting up limited partnerships should
Corporation

Establishing a corporation is more complex than either the Sole proprietorship or the partnership start-up. The following steps must be taken:

1. File an ABN with the Secretary of State (optional)
2. File a name reservation with Secretary of State (optional)
3. Write Articles of Incorporation, sign, and notarize
   Decide if you will be a Montana Close Corporation
4. Send Articles and fee to Secretary of State
5. File form SS4 with the IRS
6. Write corporate bylaws
7. Hold an organizational meeting
8. File election for S corporation with IRS (optional)
9. Purchase a corporate seal (optional)
10. Issue stock certificates
11. Establish corporate books

An existing corporation that was founded in another State or in a foreign country can obtain a "certificate" to do business in Montana. Form FC4, "Application for Certificate of Authority of Foreign Corporation", can be filed with the Montana Secretary of State. The remainder of the above list is not applicable. The laws of the State or country of incorporation will apply.

1. File ABN - Although filing an ABN is not necessary, it is recommended to protect your business name and to give you an indication if any other business names are similar to yours.
2. **File name reservation** - If you will not be able to officially apply for your corporation certification in the near future, you can reserve your corporate name using form C-5.

3. **Articles of Incorporation** - The Articles of Incorporation is a document describing the corporation (see the sample at the end of this chapter.) Montana law dictates the contents of the Articles and a complete set of requirements can be found in MCA 35-1-216. The Articles should contain the following information:

   - **The name of the corporation**
     
     The name must contain one of the words: "corporation, incorporated, company, limited, corp., inc., co., or ltd." It is important that your exact corporation name appear on all company letterhead and other documents where you might sign your name as a corporate officer.

   - **The number of shares authorized**
     
     Shares that are authorized to be issued don’t necessarily have to be issued. Each corporation must issue at least one share of stock so that there is, indeed, an owner. For example, a corporation may authorize 100,000 shares, but only issue 1,000 shares during its life - if that is all it needs to get its capital. The registration fee is based on the number of shares authorized. Fees range from $50 for up to 50,000 shares, to $1,000 for over 1,000,000 shares. If there is anticipated growth that will require sales of stock to obtain additional capital, it would be worth authorizing
a large number of shares. Should the corporation need more shares later, the Articles of Incorporation must be amended to reflect more authorized shares, which requires a majority vote of the shareholders. The cost in filing fees and legal fees may be significant. If the corporation is small and no significant growth is anticipated, you should still authorize a minimum of 50,000 shares since it will cost you no more than authorizing 1 share.

The par value of the shares

The par value of a share of stock is the minimum dollar amount for which new shares can be issued and sold. Many companies will now declare their stock to be "no par" stock and thus it can be issued and sold for whatever price can be obtained. If a par value is established, say $1.00, and the corporation can't find anyone to pay more than $.75 per share, the stock can't be sold and no money can be raised.

The corporation's address & mailing address (if different)

The initial registered agent

This is usually one of the incorporators. There must be words in your Articles stating "the initial registered agent is ..."

The name and address of each incorporator

The name and address of the initial directors

The initial directors can be changed at the organizational meeting. Often the initial agent, the incorporator and the initial director are all the same.
person. A Montana corporation must have at least one director.

The purpose for which the corporation is organized

The purpose will state why you are in business and what you will be doing. Normally, additional language is placed in the Articles to allow the corporation to anything. Many companies evolve into areas of business that they did not originally foresee. If general language is in the Articles, they will not have to be amended and re-submitted when the new business areas are started.

The notarized signature of the incorporator.

If you are incorporating as a Montana Close Corporation, your Articles must contain some additional information. The Montana Close Corporation Act is described in MCA 35-9. The Articles must contain the statement that the corporation is "... a statutory close corporation." Your Articles should also address the following:

- Share Transfer restrictions
- Elimination of the board of directors
- Elimination of bylaws
- Elimination of the annual shareholder meeting
- Holding of more than one office by any one individual
- Execution of documents in more than one capacity

MCA 35-9 should be followed when writing the Articles of Incorporation and an attorney who is experienced not only in corporate start-ups, but in establishing close corporations should be consulted.

4. Send Articles and fee - Be sure to sign and notarize your Articles. Send the
Articles along with a check for the required fees. The fee schedule is listed below:

<table>
<thead>
<tr>
<th>Description</th>
<th>Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Filing of Articles of Incorporation</td>
<td>$20.00</td>
</tr>
<tr>
<td>Fee based on authorized shares:</td>
<td></td>
</tr>
<tr>
<td>0 to 50,000 shares</td>
<td>$50.00</td>
</tr>
<tr>
<td>50,001 to 100,000 shares</td>
<td>$100.00</td>
</tr>
<tr>
<td>100,001 to 250,000 shares</td>
<td>$250.00</td>
</tr>
<tr>
<td>250,001 to 500,000 shares</td>
<td>$400.00</td>
</tr>
<tr>
<td>500,001 to 1,000,000 shares</td>
<td>$600.00</td>
</tr>
<tr>
<td>over 1,000,001 shares</td>
<td>$1,000.00</td>
</tr>
</tbody>
</table>

If you need to change your Articles of Incorporation for any reason, an additional fee of $15.00 will be assessed. Be sure that the Articles authorize at least 50,000 shares!

When the Secretary of State accepts your Articles, you will receive a "Certificate of Incorporation" signed by the Secretary of State and affixed with his seal. The Secretary of State will notify the Montana Department of Revenue and you will receive information from them also.

5. File form SS4 with the IRS - This form is an application for a federal employer identification number and it is the same form as was described in the sole proprietor and partnership filings.

6. Write corporate bylaws - If your company is not a Montana Close Corporation, bylaws must be written and accepted by the board of directors (see the sample bylaws at the end of this chapter.) Bylaws contain the rules under which the corporation manages the business and regulates the affairs of the corporation. Bylaws must be consistent with the Articles of Incorporation and should address the following major topics:
A. Shareholders
1. When and where annual or regular meetings will be held. Shareholders must meet at least annually.
2. The election of a board of directors and how directors are removed.
3. Definition of a quorum and the manner of voting.
4. How meetings are called including notices of meetings, how special meetings are called, and how the annual meeting can be delayed or changed.

B. Directors
1. The number of directors, the length of their term, and how the number of directors may be changed.
2. Definition of a quorum and the manner of voting.
3. The election of officers.
4. When and where meeting are to be held, how meetings are called, how special meeting are called, and how meeting notices are sent.
5. The general and specific powers of the directors.
7. The indemnification of the directors and officers (this can also be addressed in the Articles of Incorporation.)

C. Officers
1. Define the officers - a president, one or more vice presidents, a treasurer, and a secretary. Often one person can share two offices consisting a combination of vice president, treasurer, or secretary.
2. Describe the duties of each officer.

D. The resignation and filling of vacancies of directors or officers.

E. Stock
1. Issuing of stock certificates.
2. Transferring of shares of stock in the event of the death of an owner or if an owner wants to relinquish ownership.
3. Declaring of dividends.
4. Assigning and voting of proxies.

F. Miscellaneous provisions
2. Location of the corporate office.
4. Amending the bylaws.

Examples of bylaws can be obtained from books, but if the corporation is expected to grow to a significant size, the assistance of an attorney is advised.

7. Hold an organizational meeting - An organizational meeting must be held to begin
the corporation. Minutes of the meeting must be recorded and signed by the corporate secretary. The meeting should accomplish the following:

A. Elect an initial board of directors
B. Appoint the initial corporate officers
C. Adopt the bylaws
D. Awarding of the founding shares of stock
   Founders' stock can be exchanged for money, equipment, property, time and effort, expertise, or any other thing that can be of value to the corporation. This stock is usually declared "1244 stock" so that it qualifies as founders stock under IRS codes. This type of stock is discussed in Chapter 4 in the "Owners Financing" section.
E. Authorizing signatures for the corporate money accounts and for corporate contractual commitments
F. Decide if an S corporation election is desired

8. File election for S corporation - If the corporation qualifies and the shareholders agree, IRS form 2553 must be filled out, signed by all the shareholders, and sent to the IRS. A copy should also be sent to the Montana Department of Revenue.

9. Purchase a corporate seal - Montana law no longer requires that a corporation have its own seal. However, some documents may ask for the seal to be affixed (some bank forms still list this requirement.) The seal is often used to imprint stock certificates for validation and may be used for other legal documents required by other organizations or institutions. A seal can be purchased at most office product stores, will cost between $25 and $40, and can take seven to ten days to receive.

10. Issue stock certificates - Stock certificates can be purchased in most office product stores. The certificate should be filled out and state the owner and the number of shares the certificate represents. An entry in a shareholders' ledger should made for each
11. Establish corporate books - A book or a set of files must be established and maintained for all corporate records. The books should contain the following:

   The stockholders' ledger - a record of all stock issued or transferred, and a name and address list of all stockholders.

   The Certificate of Incorporation - this certificate is sent to the company by the Secretary of State after filing the Articles of Incorporation and paying the required fees.

   The Articles of Incorporation
   The corporate bylaws
   The minutes of the organizational meeting
   The minutes of all subsequent board of directors' meetings
   The minutes of all subsequent shareholders' meetings

Failure to maintain these records can result in a legal declaration that the company is not a true corporation. This declaration is referred to as "piercing the corporate veil." Should this occur, the owners of the company can lose their corporate liability protection. They will then be personally liable for all debts of the company including legal obligations resulting from any lawsuits against the company.

Establishing the company as a Montana Close Corporation can relieve the business of much of the on-going activities needed to maintain the corporate structure. If the company qualifies, consideration should be given to this structural option. A close corporation can always be changed by amending the Articles of Incorporation.
SAMPLE FORMS

1-1 ABN23 Application for Assumed Business Name
1-2 C-5 Application for Reservation of Corporate Name
1-3 FC4 Application for Certificate of Authority of Foreign Corporation
1-4 SS4 Application - Employer Identification Number
1-5 2553 Election by a Small Business Corporation
1-6 Sample stock certificate

SAMPLE DOCUMENTS

1-1 Articles of Incorporation
1-2 Bylaws
1-3 Partnership Agreement
1-4 Organizational Meeting Minutes and waiver

SOURCES OF INFORMATION

Montana Secretary of State
State Capitol
Business Services Bureau
Room 225
Helena, Mt 59620
Phone (406) 444-2034
FAX (406) 444-3976

Internal Revenue Service - Tax guides
Federal Building
Helena, MT 59601
Phone (800) 829-1040

Montana Department of Commerce - "Start-a-Business Center" checklist packet
Small Business Development Center
1424 Ninth Avenue
Helena, MT 59620
Phone (406) 444-4109
(800) 221-8015
FAX (406) 444-2808

Small Business Administration
Federal Building
Helena, MT  59601
Phone (406) 449-5381

Montana Code Annotated
  Title 35 - Partnerships and Corporations
  Title 30 - Assumed Business Name

Attorneys Experienced in your business form
  Partnerships
    General Partnerships
    Limited Partnerships
  Corporations
    S corporations
    Montana Close Corporations

Accountants experienced in personal and business taxes
INTRODUCTION

Location is one of the most important factors facing many businesses. A proper location can be critical to the success of the company. Location must provide a convenient access to the customer. Signs are often utilized to inform the customer of the location and the products or services offered. The location can positively or negatively impact the image of the company. It also must provide a cost effective place to conduct the business of the company.

Additionally, the operation of the business must conform to the laws that govern the use of the geographic area and of the physical building where the business locates. Local government officials will require proof that your business operation in your chosen location conforms to all local ordinances prior to approving and issuing a business license.

The local zoning ordinance covers how the land in a specific area can be used. Local building codes dictate how the buildings must be constructed and how the facilities can used. Building permits must be obtained to construct new buildings or to remodel or add on to an existing building.

If a business location violates local ordinances, a business license can be denied. If the business continues to operate in violation of ordinances, it can be ordered by the
court system to cease operation. The business owners’ options are then to relocate, modify the location if permissible, modify the way the business operates if permissible, effect a change in the appropriate ordinance, or to terminate the business. Any or all of these alternatives can be very expensive.

If you are purchasing a business or a building, the real estate agent involved should be able to provide you with a significant amount of assistance in determining the legal suitability of the location. Be sure, if you are purchasing a location that the seller proves the legal suitability. If you are leasing space, the lessor should also be able to provide information on the zoning requirements. As in the case of a purchase, demand proof of suitability before signing any lease agreements. However, the ultimate responsibility is the buyer’s.

If the business is located in the home, it is a requirement that you go through the process of verifying the suitability of your location. Most communities have a specific ordinance that covers home operated businesses. The home occupation ordinance is usually very specific and can be quite restrictive. Any business operated from the home is subject to these ordinances. Many business owners assume that they can operate their business from their home with no problems. Also, they may assume that the city/county will never find out and will not bother them. However, the home business is subject to the same laws as any other business. All it takes is for one neighbor to complain to the planning department and your business may be discovered and shut down. You also may be subject to fines and/or penalties.

The local "planning department" is the focal point for all activities related to the
local zoning ordinance and the to successful application for a local business license. You must consult them to find out the specific regulations and procedures that apply in your community.

CHECKLIST

I. Obtain a business license application form
   A. City/County Treasurers office or
   B. City/County Planning Department

II. Verify compliance with zoning ordinance

III. Verify compliance with building codes

ZONING REQUIREMENTS

Local governments in the State of Montana may enact a zoning ordinance that defines the uses of lands within their jurisdiction, and are designed to protect the health, safety, and general welfare of the public. Most zoning ordinances regulate the density of residence and business development and the intensity of uses, such as resulting traffic growth. This ordinance provides the citizens living in the communities with the ability to plan how they want their community to develop physically. They can plan for the types of building permitted, the numbers of families that can live in an area, the types of businesses that can operate, and the types of recreational uses that are permitted. Zoning ordinances can be adopted by counties and by the cities and towns located within the counties to conform with the plans developed. At the present time, there are few, if any, counties in Montana that are completely zoned.
The first step taken by local governments in Montana is to develop a "Master Plan." The State of Montana requires that a master plan be developed before a zoning ordinance can be implemented. The Master Plan will contain a profile of the community, state its goals and objectives, describe pertinent history, discuss population, describe existing land uses, and define future land uses. The Master Plan is not law, but once approved by the governing body, such as the county Council of Commissioners, it guides the development of the zoning ordinance which is law.

The second step is the development of a zoning ordinance. The ordinance defines specific geographic areas and defines the intended and permitted uses of the land. They will normally define residential, commercial, industrial, and agricultural uses. In Montana, most of the larger cities are completely zoned while most counties are not. A zoning ordinance can be passed by either the county or by cities within the county.

Local ordinances can define zones as they please and zones are usually defined differently from one local area to another. Some typical zones that define land use are shown in Table 2-1. Normally, uses of zones include the uses of any zone of more restrictive uses. For example, businesses that can locate in a local commercial zone also can operate in a community commercial zone.

Each zone class will define the purpose of the zone, its permitted uses, and building requirements. The building requirements include such items as minimum lot size, building size, utility specifications, distance from streets and lot boundaries (called "set-backs"), parking, signs, landscaping, fences, traffic density, noise levels, types of businesses allowed, and many more regulations pertaining to the types of activities and
physical structures allowed. Since each local area can be different, it is vitally important to determine the zoning requirements in your local community and for the area in which you would like to locate.

<p>| TABLE 2-1 |</p>
<table>
<thead>
<tr>
<th>Common Montana Zoning Classifications</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single family residences</td>
</tr>
<tr>
<td>Dual family residences, duplexes</td>
</tr>
<tr>
<td>Multiple family residences, apartments</td>
</tr>
<tr>
<td>Local Commercial Zone - neighborhood shopping</td>
</tr>
<tr>
<td>Community Commercial Zone - community shopping &amp; businesses</td>
</tr>
<tr>
<td>Central Commercial Zone - &quot;downtown&quot; shopping and businesses</td>
</tr>
<tr>
<td>Commercial and light manufacturing</td>
</tr>
<tr>
<td>Light industrial - reduced noise, odors, and smoke</td>
</tr>
<tr>
<td>Heavy industrial - less restrictive - residences prohibited</td>
</tr>
</tbody>
</table>

The Master Plan and the zoning ordinance are administered in most communities by the local "planning department." This department often operates under a larger department such as the "community development" department and can operate under a variety of names depending on the city and county, but the functions are essentially the same from location to location. The role of the department is to maintain and enforce the ordinance and assist users in conforming to the ordinance. The Planning Department reports to an appointed Planning Board or Planning Commission.

The Planning Board is responsible for making changes to the Master Plan, zoning, re-zoning, and amending the ordinance. The local city council or County Commissioners are responsible for passing the ordinance into law.
Assisting the Planning Board is a Board of Adjustment. The Board of Adjustment has the responsibility to grant zoning variances if it determines that a variance will not cause undue hardship to other members of the community or if it is an unusual circumstance that deserves special consideration. In some communities, either the Board of Adjustment or the Planning Board may grant special use permits or grant conditional use permits for particularly unusual situations. Variances and permits provide a vehicle to permanently or temporarily allow uses that are not normally permitted by the zoning ordinance. A typical process for obtaining a permit or a local business license for a regular or a home operated business that is locating in an existing building is contained in Table 2-2.

| TABLE 2-2 |
| Typical Business Licensing Process |
| 1. Discuss plans with the planning department staff and obtain a business license application form |
| 2. Submit the application which will contain a legal description, a site plan, and the nature of the business |
| 3. Planning department staff reviews the application and approves or denies |
| 4. Building code enforcement department reviews the application and approves or denies |
| 5. Other appropriate departments, such as the health department, review the application and approve or deny |
| 6. If approved, the application is forwarded to business licensing staff |
| 7. If denied, an appeal process is available through the Board of Adjustments |
In some cities, a new use of a building will require closer scrutiny by the planning department and the process may be more involved. If a new building is being built or if remodeling is necessary, the process may become much more complicated. At a minimum, a building permit will be required. The scrutiny afforded building permits may be extensive in some local communities.

The first step in the process is to contact your local planning board to verify zoning requirements and make any application that is required (samples of business license application forms from Missoula and Butte-Silver Bow are shown at the end of this chapter.) You should discuss your plans with the department staff to get a complete understanding of how the process works in your community. Your planning department staff can also provide guidance and recommendations for how to conform to the requirements and how to proceed with your application. If there are problems and the application is denied, necessary changes to the site can be made or an appeal to the Board of Adjustments may result in a variance, a special use permit, or a conditional use permit.

Generally speaking, if the planning department supports your case, you may have a good chance of obtaining a permit. An appeal to the Board of Adjustments will result in a public hearing where you can state your case and anyone else from the area can voice their protest or support. Based on the law, the hearing, and the recommendation from the planning department staff, the board will render a decision. If it is not favorable, there is one more path of appeal - to the Planning Board itself.
The Board of Adjustments can apply its interpretation to the zoning ordinance, but cannot change it. The Planning Board is the source of zoning ordinance changes. An request for a zone change can be submitted to the Planning Board. Again, a public hearing must be held, the Board will forward a recommendation to the appropriate governing body who must then approve the ordinance change. If you are turned down by the Planning Board, the last recourse is to hire an attorney and take the case to the District Court.

The chances of successfully utilizing the appeals and change processes will depend greatly on individual situations, the content of the Master Plan, and the willingness of the neighbors to allow the change. The local planning department will be the most reliable source of information regarding the possibilities of success.

BUILDING CODES

In addition to conforming with the zoning ordinance, the physical facility - the building - must conform to the building codes applicable to your intended use. Power requirements, ventilation, access, fire retardancy, sewerage, building construction, and many other criteria may affect the suitability of the building for your particular use. If you are intending to renovate, remodel, or build an addition or a separate building, you will need a building permit. The permitting process will require verification that all applicable building codes are met. Local inspectors will visit the site to verify that the building and the site meets the specifications of the codes and then will indicate their
approval on the business license application form.

While investigating the suitability of your chosen location, you must visit the local building department to verify your building and any plans you have for changes will meet the local codes. You will need written verification from this department before you can be granted a local business license. If your site doesn’t meet the applicable codes, you can make the necessary modifications and reapply for verification.

In most communities, the planning and building departments, along with the treasurer’s office, work together and cooperate in assisting the businessman in meeting the local laws and rules. Depending on your location, you may be faced with these departments in both the city and the county. It is very important to verify with both the city and county that you are conforming with the proper procedures.

**SAMPLE FORMS**

2-1  License application - City of Missoula  
2-2  License application - Butte-Silver Bow

**SOURCES OF INFORMATION**

City/County Treasurer’s Department  
City/County Planning Department  
City/County Building Department  
Local real estate agencies
CHAPTER 3

BUSINESS LICENSES

INTRODUCTION

Many businesses are required to have licenses in order to legally do business in the State of Montana. Licenses may be required by a department of the Montana government. Licenses also may be required by the city or the county where the company resides and/or where it conducts business. A license bond or a surety bond may be required before a license is issued (Chapter 7 describes these bonds.) Additionally, other licenses may be required by the Federal government.

It is very important to recognize that obtaining a Federal or a State of Montana license does not mean that you don’t have to obtain a local license. The State license does not address the actual location (other than in the State of Montana) where the business will be conducted. Many times, the local ordinances will not permit the business to operate in restricted areas. For example, you could obtain a Montana petroleum dealer’s license, but you can’t open a gasoline station in your back yard. It is essential that you contact your local planning board to verify that your proposed location meets the local zoning ordinance.

The new business must check with the Montana Department of Commerce Licensing Center to determine if Federal or Montana licenses are required. The new business also must check with both the city treasurer and the county treasurer to determine if any local licenses are needed. Most counties in Montana do not require
licenses. Most cities, however, do require them. Local licensing agencies will require an application form and approval from the local planning and building code departments (described in Chapter 2) and other applicable departments, such as the health department, the fire department prior to granting a business license.

Licenses are normally issued annually so you must re-new them each year. Some agencies will assess a penalty if your license re-newal is received late.

CHECKLIST

I. Federal Licenses

II. Montana licenses
   A. Obtain the "Montana Business Licensing Handbook"

III. Local licenses
   A. Business License Application
      1. County Treasurer
      2. City Treasurer
   B. City/County Planning Department
   C. City/County Building Department

FEDERAL LICENSES

Federal licensing requirements are the most difficult to determine. Unlike state and local licensing procedures, there is no one place that you can go in the Federal Government to find out all the licensing requirements. The Federal agencies in Montana will normally refer general inquiries to the Montana Department of Commerce Business Licensing Center in Helena. The licensing specialist there can direct you to specific agencies or give you some starting points in the Federal government to start your information search.
Some of the Federal agencies that often are involved are:

The Securities and Exchange Commission
   Provides investment advice and stock offering regulations
Interstate Commerce Commission
   Regulates common carrier ground transportation
The Food and Drug Administration
   Regulates the preparation of meat products,
       the production of drugs, and
       the production of biological products
The Treasury Department - Bureau of Alcohol, Tobacco, and Firearms
   Regulates the production of tobacco products,
       the production of alcohol products, and
       the making or dealing in firearms
The Federal Communications Commission
   Regulates radio and television broadcasting

MONTANA LICENSES

There are fourteen departments within the State of Montana that issue licenses for business operations. License fees vary greatly from department to department and by type of business activity.

The Montana Department of Commerce (DOC) under its Business Development Center has established a Business Licensing Center. This center publishes annually the "Montana Business Licensing Handbook," which every new starting business should obtain. This free handbook is a compilation of state licenses and fees required by Montana law to do business in State of Montana. It lists requirements by business type and by State department. It also lists professional and occupational licensing requirements and the governing boards (see Table 3.1) which are regulated by the DOC Professional and Occupational Licensing Bureau.
# TABLE 3-1
Professional and Occupational License Requirements

<table>
<thead>
<tr>
<th>Occupation</th>
<th>Governing Board</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acupuncture Medical Examiners</td>
<td>Medical Examiners</td>
</tr>
<tr>
<td>Architect</td>
<td>Architects</td>
</tr>
<tr>
<td>Audiologist &amp; Aide Speech Pathologists &amp; Audiologists</td>
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</tr>
<tr>
<td>Boxer/Wrestler</td>
<td>Athletics</td>
</tr>
<tr>
<td>Broker</td>
<td>Real Estate</td>
</tr>
<tr>
<td>Certified Public Accountants</td>
<td>Public Accountants</td>
</tr>
<tr>
<td>Chiropractor</td>
<td>Chiropractors</td>
</tr>
<tr>
<td>Cosmetologist</td>
<td>Cosmetologists</td>
</tr>
<tr>
<td>Cosmetologist Student</td>
<td>Cosmetologists</td>
</tr>
<tr>
<td>Dental Hygienist</td>
<td>Dentistry</td>
</tr>
<tr>
<td>Dentist</td>
<td>Dentistry</td>
</tr>
<tr>
<td>Dentist Anesthesia</td>
<td>Dentistry</td>
</tr>
<tr>
<td>Denturists</td>
<td>Dentistry</td>
</tr>
<tr>
<td>Electrologist</td>
<td>Cosmetologists</td>
</tr>
<tr>
<td>Engineer</td>
<td>Professional Engineers &amp; Land Surveyors</td>
</tr>
<tr>
<td>Funeral Director</td>
<td>Morticians</td>
</tr>
<tr>
<td>Hearing Aid Dispensers</td>
<td>Hearing Aid Dispensers</td>
</tr>
<tr>
<td>Land Surveyor</td>
<td>Professional Engineers &amp; Land Surveyors</td>
</tr>
<tr>
<td>Landscape Architect</td>
<td>Landscape Architects</td>
</tr>
<tr>
<td>Licensed Public Accountants</td>
<td>Public Accountants</td>
</tr>
<tr>
<td>Manager</td>
<td>Athletics</td>
</tr>
<tr>
<td>Manicurist</td>
<td>Cosmetologists</td>
</tr>
<tr>
<td>Manicurist - Student</td>
<td>Cosmetologists</td>
</tr>
<tr>
<td>Medical Doctor</td>
<td>Medical Examiners</td>
</tr>
<tr>
<td>Mortician</td>
<td>Morticians</td>
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<tr>
<td>Nurse registered or LPN</td>
<td>Nursing</td>
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<tr>
<td>Nursing Home Administrator</td>
<td>Nursing Home Administrators</td>
</tr>
<tr>
<td>Nutritionist</td>
<td>Medical Examiners</td>
</tr>
<tr>
<td>Occupational Therapist</td>
<td>Occupational Therapists</td>
</tr>
<tr>
<td>Optometrist</td>
<td>Optometrists</td>
</tr>
<tr>
<td>Outfitter</td>
<td>Outfitters and Professional Guides</td>
</tr>
</tbody>
</table>
A Department of Commerce Business Licensing Specialist can provide help to businesses in finding information and obtaining their necessary licenses. You must be registered with the Montana Secretary of State with either an assumed business name or as a registered corporation before you can obtain a license.

Montana recently eliminated its requirements for "store licenses." Retail and wholesale businesses do not need licenses and can now use their Federal Employer Identification Number to obtain sales tax exemption when purchasing goods from out-of-state suppliers.

Montana does not, as of 1992, have a state sales tax. Therefore, there is no "sales tax number," registration, or licensing pertaining to sales tax collection.

Table 3.2 shows the license requirements by Montana departments. Type of businesses are listed showing which departments may issue licenses. Some licenses also have bonding requirements. An "X" in the table indicates that a license may be required and you should check with that department. The following abbreviations are used for the departments:

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Department Name</th>
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<tbody>
<tr>
<td>AG</td>
<td>Department of Agriculture</td>
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<tr>
<td>DOC</td>
<td>Department of Commerce</td>
</tr>
<tr>
<td>DFS</td>
<td>Department of Family Services</td>
</tr>
<tr>
<td>FW&amp;</td>
<td>Department of Fish, Wildlife, and Parks</td>
</tr>
<tr>
<td>HES</td>
<td>Department of Health &amp; Environmental Services</td>
</tr>
<tr>
<td>DHS</td>
<td>Department of Corrections &amp; Human Services</td>
</tr>
<tr>
<td>DOJ</td>
<td>Department of Justice</td>
</tr>
<tr>
<td>L&amp;I</td>
<td>Department of Labor &amp; Industry</td>
</tr>
<tr>
<td>LVST</td>
<td>Department of Livestock</td>
</tr>
<tr>
<td>DNR</td>
<td>Department of Natural Resources &amp; Conservation</td>
</tr>
<tr>
<td>PSC</td>
<td>Public Service Commission</td>
</tr>
<tr>
<td>DOR</td>
<td>Department of Revenue</td>
</tr>
<tr>
<td>DSL</td>
<td>Department of State Lands</td>
</tr>
<tr>
<td>DOT</td>
<td>Department of Transportation</td>
</tr>
</tbody>
</table>

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It is very important to understand that holding a Montana State license does not necessarily allow you to do business at a local level. Local licenses must be obtained and these licenses will be issued only if your business is in the proper location (as described in Chapter 2.) There are times when State and Local licenses are in conflict. The Local license will take precedence.

**TABLE 3-2**

<table>
<thead>
<tr>
<th>Type of Business</th>
<th>AG</th>
<th>DOC</th>
<th>DFS</th>
<th>FW&amp;HES</th>
<th>DHS</th>
<th>DOJ</th>
<th>L&amp;I</th>
<th>LVST</th>
<th>DNR</th>
<th>PSC</th>
<th>DOR</th>
<th>DSL</th>
<th>DOT</th>
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<td>Outfitter and/or Guide</td>
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<tr>
<td>Timber/Forest</td>
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</tbody>
</table>
LOCAL LICENSES

In addition to any federal and state licenses that are required, most local governments require businesses to have a license to operate in the community where they reside. Licenses may be required by the county, the city, or both. The starting business should check with both the county treasurer and the city treasurer where the business is located. If any local licenses are required, the treasurer's office can direct you to the responsible officials. Some cities and counties in Montana do not have any licensing requirements, but you must check with them to be sure as regulations can change at any time.

Normally you will have to fill out a local business license application form (samples from Missoula and Butte-Silver Bow are shown at the end of chapter 2.) You will need to provide pertinent information about your business, its employees, its location, and the type of business activity that will be conducted. You will usually have to have the local planning department and the local building department approve your application before the treasurer's office will accept it. Refer to Chapter 2 for details on these departments. Additionally, depending on the type of business, you may have to have the fire department, the health department, the police department, and perhaps others approve the application.

There are several types of business licenses that local governments may require. There is usually an "all business" license with fees based on the number of employees, the physical size of the business, or the total revenue earned by the business. Every
business must obtain one of these licenses. Local governments also may require specific
types of businesses to obtain special licenses. Table 3-3 lists license requirements for all
businesses, fee schedules, and additional business type requirements for the six largest
communities in Montana. In most of these communities, the city issues licenses and the
county does not. Gallatin County issues transient licenses for $5.00, and Butte, which
has a consolidated city/county government, has only one treasurer’s office and one
licensing entity. Other counties and communities in Montana will have different
regulations.

Local governments also may require surety bonds for certain types of businesses.
The two most common are transient businesses and itinerant businesses. A transient
business is one that uses a temporary place of business such as a motel room, a van, or
a trailer. The business sets up, sells its wares, and leaves. A surety bond is required
to insure that the location is cleaned up prior to the business leaving. An itinerant
business is one that employs door-to-door sales persons. Surety bonds are required to
protect against fraud and illegal business practices that have been common in these types
of businesses.
<table>
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<th>Billings</th>
<th>Bozeman</th>
<th>Butte</th>
<th>Helena</th>
<th>Gt Falls</th>
<th>Missoula</th>
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<tr>
<td>Boiler Room Operation</td>
<td>X</td>
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<td>Broadcasting Stations</td>
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<td>X</td>
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<tr>
<td>Coin Operation/Amusement</td>
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<td>Contractors</td>
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<td>X</td>
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<tr>
<td>Distributing only</td>
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<tr>
<td>Finance/Loan Broker</td>
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<td>Gambling/Video Poker</td>
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<tr>
<td>Going out of Business Sale</td>
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<td>Home Based Businesses</td>
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<td>Hotel/Motel</td>
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<td>Junk Dealers</td>
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<td>X</td>
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<td>Mining Companies</td>
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<td></td>
<td></td>
<td>X</td>
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<td>Newspaper</td>
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<td>Pawn Broker</td>
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<td>Pool Tables</td>
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<td>X</td>
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<td>Property Manager</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Railroads</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Refuse</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Salesman (peddlers)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Taxi</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Telemarketers</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Theater/Drive In</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Transient</td>
<td>X</td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<tr>
<td>Utility Companies</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Water Companies</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Surety Bonds Required</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
</tbody>
</table>
SOURCES OF INFORMATION

Montana Department of Commerce - "Business Licensing Handbook"
Business Licensing Center
1424 Ninth Avenue
Helena, Mt  59620
Phone (406) 444-4109
(800) 221-8015

Local city and/or county treasurer’s office
Local city and/or county planning department
Local city and/or county building department
INTRODUCTION

A company must have some initial funds to cover the costs of starting the business, initial purchases, and operating expenses. Starting costs can include legal fees, consultant fees for accountants and attorneys, research and development costs, business cards and letterhead stationery, and other similar items. Initial purchases can include such things as equipment, furniture, and product and/or raw material inventory. Operating expenses include labor, operating supplies, rent, utilities, and other costs of operating the business. There must be enough money to cover these operating expenses until the business sells enough product or services to cover these expenses out of gross profit. One of the most common mistakes a new business makes is underestimating the operating costs and underestimating the amount of time needed to generate revenues and gross profit sufficient to cover these expenses.

There are two common sources for this required initial capital - equity, which is money supplied by the owner(s) of the business, and debt, which is money borrowed from another source such as banks or family and friends. The only source of equity in a sole proprietorship and a partnership is the proprietor and the partners respectively. Additional equity investment must come from adding another partner (in the case of a sole proprietorship, the business form must change to either a partnership or a
corporation.) Any other funds must come from debt. In many cases the investment is not in the form of cash, but represents property, equipment, services, or cash equivalents which can be assigned a cash value.

A corporation can sell stock to raise capital. It also can exchange stock for property, equipment, services, or cash equivalents. It is imperative that corporations wishing to sell stock to raise funds for initial formation, growth, diversification, or any other reason to be aware of the securities laws of the State of Montana. Disclosure of pertinent financial and business information to prospective purchasers of stock is required for all stock sales. This chapter presents an overview of the stock sale options available to Montana corporations. Anyone contemplating a stock offering should take the time to investigate these in detail with the Montana State Auditor’s Office Securities Department. Although it is a regulating body, the Department is very helpful to those businessmen seeking information.

The most common sources of debt financing are lending institutions (such as banks), family, and friends. A detailed and formal procedure must be followed if the business is seeking a bank loan. A loan from a bank will result in a signed contract (note) with the bank defining the terms of the contract and of the repayment and interest schedules. When borrowing from family or friends, the company should always sign a similar contract so that both parties - the borrower and the lender - agree on the terms of the loan and the repayment.

Obtaining a loan from a bank will necessitate providing collateral to guarantee the loan. Collateral is something of value that the bank can sell to recover the amount
loaned in the event that the company can't repay the loan. Many times, a new business does not have adequate collateral. The Small Business Administration has a loan guarantee program for qualifying businesses that provides "collateral" to the bank for the loan. Banks can provide information and help with SBA loans.

CHECKLIST

I. Develop a business plan with proforma cash flow statement
II. Determine owners' financing
   A. Founders' stock
III. Determine outside financing
   A. Debt financing
      1. Bank
      2. Private - family and friends
   B. Equity financing
      1. Small stock offerings
         a. Limited offer
         b. Montana Investment Capital Exemption (MICE)
         c. Small Corporation Offering Registration (SCOR)
      2. Public stock offerings

BUSINESS PLAN

The first step in determining the amount of capital a company needs is to prepare a business plan. Preparing a business plan is a lengthy and detailed process. Table 4-1 lists the necessary components of a business plan.

Although producing the plan is a big job, the effort will not be wasted. A bank will want to see your business plan. Potential stockholders or partners will want to see
TABLE 4-1
Components of a Business Plan

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>A brief description and history of your company</td>
</tr>
<tr>
<td>B</td>
<td>A complete description of your company’s products and/or services</td>
</tr>
<tr>
<td>C</td>
<td>A description of the market area and your customers</td>
</tr>
<tr>
<td>D</td>
<td>A description of your competitors and why customers will buy from you instead of the competition</td>
</tr>
<tr>
<td>E</td>
<td>Your marketing strategy including pricing and promotion plans</td>
</tr>
<tr>
<td>F</td>
<td>A plan of how you will operate the company</td>
</tr>
<tr>
<td>G</td>
<td>A description of the management team including resumes</td>
</tr>
<tr>
<td>H</td>
<td>A list of any critical risks and problems</td>
</tr>
<tr>
<td>I</td>
<td>A &quot;pro-forma&quot; financial plan for the next three years including:</td>
</tr>
<tr>
<td></td>
<td>1. Cash flow statement</td>
</tr>
<tr>
<td></td>
<td>2. Income statement</td>
</tr>
<tr>
<td></td>
<td>3. Balance sheet</td>
</tr>
<tr>
<td></td>
<td>4. List of financial notes and assumptions</td>
</tr>
</tbody>
</table>

The plan also can be used to help provide the necessary "disclosure" that the Montana Securities Department requires that you provide to potential investors.

There are numerous books that describe how to develop a business plan. The "Montana Entrepreneur’s Guide" written by Dr. Paul Larson is an excellent guide and even provides computer software to assist with the pro-forma financial plan. There are also organizations that provide free assistance for business planners. The Small Business Development Centers (SBDC’s) located in many larger cities in Montana have experienced counselors ready and anxious to help. A call to the Montana Department of Commerce will provide you with the name and location of the SBDC nearest you.

The important part of the business plan relating to capitalization is the cash flow statement. This statement will tell you how much capital in excess of any generated
profit will be needed to get you through the first three years of operation. The amount needed can be obtained by debt, equity, or a combination of the two.

Owners of the company can provide both equity and debt funds. For example, Montana Stitchery, Inc. needs $63,000. The owners buy $40,000 of stock (equity) and loan $23,000 to the corporation (debt.) As time goes by and the company starts making a profit, it can begin repaying the loan. The owners are able to receive cash from the company, in the form of the loan principle repayment, without declaring dividends or receiving a salary, both of which are taxable (the interest paid on the loan will be taxable.) The corporation also establishes a credit record which may be important if it needs to borrow money from a bank at a later time.

The total ratio of debt to equity should not exceed 3 dollars of debt to each dollar of equity. This ratio includes all sources of debt. A ratio that exceeds 3 to 1 will severely inhibit the company's ability to obtain any additional debt (additional debt may be needed if business is good and more money is needed to finance an expansion.)

OWNERS FINANCING

The first step is to determine the ability of the owners of the company to provide funds. The amount that can be provided must then be divided between debt and equity. The ratio of total debt to equity should not exceed 3 to 1.
Sole-proprietorship:

Any funds needed that cannot be supplied by the owner must be obtained through debt. Sources are family, friends, and lending institutions such as banks, savings and loan associations, and credit unions. Lending institutions will need to have collateral provided. If the owner cannot provide the collateral, a co-signer who has the necessary collateral must be found. The co-signer is usually a member of the family or a friend. Debt financing is discussed in detail below.

If the only alternative for additional funds is through another investor who wants some ownership in the company, the sole proprietorship must change business forms to either a partnership or to a corporation. Either of these two forms will allow additional investment by an additional owner.

Partnership:

As is the case with a sole proprietorship, any funds that cannot be provided by the partners must be obtained through debt. Unlike a proprietorship, the partnership can admit another partner in exchange for investment funds. If another partner is admitted, the partnership agreement must be changed and the profit sharing ratios will be changed to provide the new partner with a share of the profits. It is important to remember that a partner does not need to be involved in the operation and management of the business. A "silent" partner simply provides funds in exchange for a share of the company's assets and profits.
Corporation:

Owners provide funds to the corporation by purchasing stock. This stock will usually qualify as "section 1244" stock, or "founders" stock. If 1244 stock later becomes worthless or if you sell it at a loss, section 1244 of the Internal Revenue Code allows the owner to deduct up to $50,000 ($100,000 for a joint return) as an ordinary loss rather than a capital loss. The distinction can be significant because any capital loss exceeding $3,000 can only offset a capital gain, whereas an ordinary loss can always be deducted in full. 1244 stock is limited to the first $1,000,000 of stock sold. In order to qualify, the owner must receive the stock in the form of a stock certificate.

If the founders of the corporation can’t provide all the necessary funds, additional stock can be sold to other investors. Methods for selling stock are discussed in the "outside financing" section below.

In the case of a "C" corporation, equity investment is paid back to the investors through stock dividends, which must be declared by the corporate board of directors. Dividends of a "C" corporation are taxable to the shareholders on their individual tax returns.

In the case of a "S" corporation, the profits of the corporation are taxable to the owners in the ratio of the number of shares each owner holds. Selling stock to more owners therefore changes the profit allocation to the current owners. Selling stock in a profitable S corporation subjects the owners to a potential tax liability.

Losses of the corporation are also passed to the shareholders in the ration of their ownership. The total losses that can be taken by the owners is limited to the amount of
their investment of both debt and equity. In the example above in which the owners bought $40,000 in stock and then loaned the company $23,000, the maximum corporate loss that can be passed to the shareholders would be $63,000. The total of equity and debt that each shareholder holds forms what is called the "tax basis." An accountant should be consulted when determining the tax basis for the owners. It is important to remember that stock sold to another corporation or partnership will cause the corporation to revert to a C corporation.

Debt financing is similar to the situation in the other business forms and is discussed below.

OUTSIDE FINANCING

If the owners of the company cannot provide all the necessary funds needed, outside sources must be found.

Debt financing:

Most common sources of debt for the small company is family and friends. It is very important to sign a contract (note) for the loan amount, interest to be paid, and terms of payment. An example of a personal note is included in Appendix B.

The other common source of debt is a lending institution - usually a bank. Banks have a set of specific requirements for a company applying for a loan. Table 4-2 lists the most common requirements. Examples of a loan application and personal financial
statements are included in Appendix A.

<table>
<thead>
<tr>
<th>TABLE 4-2</th>
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<tbody>
<tr>
<td>Bank Requirements for a Commercial Loan</td>
</tr>
<tr>
<td>A. A bank loan application form</td>
</tr>
<tr>
<td>B. A business plan</td>
</tr>
<tr>
<td>Including three years proforma financial statements</td>
</tr>
<tr>
<td>C. Personal financial statements for past 3 years</td>
</tr>
<tr>
<td>for all major owners</td>
</tr>
<tr>
<td>D. Personal tax returns for past 3 years</td>
</tr>
<tr>
<td>E. 3 to 5 credit references</td>
</tr>
</tbody>
</table>

Banks are particularly concerned about how the loan will be repaid and, if it can't be repaid, how they can recover their money through the sale of the loan collateral. Therefore, the cash flow statement is very important to the bank. They will look first for sources of money that can be used to repay the loan. Common sources are:

1. Converting accounts receivable and inventory to cash through collections and sales
2. Cash flow resulting from profit on the sale of products and/or services
3. Re-financing the current debt (if interest rates go down)
4. Personal guarantees by principles of the corporation (sole proprietors and partners personally guarantee loans by the nature of the business structure)
5. Collateral that is not required for the operation of the business
6. Liquidation of the company - as a last resort

Other important cash sources that the bank will look closely at are increasing equity through additional owner investment and other potential sources of debt.

In many instances, the bank will require a co-signer for the loan. The co-signer will provide any collateral that the company cannot provide. The bank will require
personal financial statements and tax returns for the co-signer.

The Small Business Administration provides loan guarantee programs for qualifying small businesses. Often the only source of collateral is through the SBA loan guarantee program. All banks that deal in commercial loans will be familiar with the SBA programs and can provide information on how these programs can be used.

Equity financing:

Discussion of outside equity sales will be limited to situations where no more than $1,000,000 of stock is offered in any 12 month period. Larger offerings require significantly more legal processes and professional consultants must be utilized when planning for large stock offerings. The discussion on public stock offerings contained later in this chapter would be appropriate for larger offerings.

The Securities Act of Montana governs the securities industry for any securities issued or traded within the State boundaries. The definition of a security includes, among other financial instruments, common stock issued by a small corporation.

The Montana Commissioner of Securities administers and enforces the Act through statutes and administrative rules. The Act was intended to protect investors, issuers, and traders of securities through rules designed to provide proper disclosures and to prevent fraudulent practices. These rules provide for registration of securities, registration of people involved in advising, trading, and selling securities, and providing penalties for offenses involving fraud, registration violations and other violations of the
act. In addition to other circumstances, fraud can be claimed if any "material information" is not made available to the investor, making disclosure documents such as prospectuses important to the capital raising process. Montana registration and exemption forms used for the Small Corporation Offering Registration (SCOR) and the Montana Investment Capital Exemption (MICE), which are described below, can be used to provide investor disclosure.

Anyone selling securities must meet certain qualifications outlined by the State. These qualifications generally deal with the legal and financial character of the seller.

Certain securities and transactions involving securities are exempt from the rules provided by the Securities Act. Some of these exemptions are of particular interest to the small businessman.

Importance to corporations:

Why should a businessman involved in raising a small amount of capital be concerned with the securities laws of Montana? After all, only a small amount of money and few people may be involved and the businessman may strongly feel that it is none of the State’s business.

In most cases, there is not an overriding need for concern other than the legal and ethical issues (which are of undeniable importance) of obeying the laws of the State where the business is located. There are, however, issues that can drastically affect the pocketbook of the corporation owners and thus may attract more attention from those
owners.

Problems can occur when a corporation loses money, fails, or does not live up to expectations. If an investor wants to recover his/her lost investment, there are several avenues available to pursue. One of those is to charge that the corporation failed to properly register the stock and thus violated State statutes by dealing in unregistered securities. The burden of proving that the transaction was exempt from registration under the Montana Securities Act is not on the shoulders of the investor, but on those of the seller - i.e. the corporation. Should this approach result in the conclusion that laws were violated - either with or without intent - the seller of the securities, the corporate board of directors, the corporate officers, and any other involved entities (including attorneys and accountants) can be held liable for the losses suffered by the stock holders. That liability, and the ramifications of a conviction for violating securities laws, certainly may be significant. Because of these possibilities, it is in the best interests of small corporation officers to be aware of the securities laws and to be aware of how they can protect themselves - and their investors - from potential problems.

Available options:

The most obvious method of conforming to Montana securities laws would be to register the corporate stock with the Securities Exchange Commission (the "SEC") in Washington, DC and with the Montana Securities Department. This process is complex, expensive, and results in strict federal reporting requirements. However, this type of
registration is probably unnecessary for the majority of small corporations.

The SEC has an exemption from registration under Regulation D of the 1933 Securities Act. This exemption was designed for corporations, limited partnerships, and other organizations dealing in interstate securities sales. Montana corporations dealing just within Montana will not normally be affected by Reg D, yet Montana has adopted rules that parallel SEC Regulation D rules. SEC Regulation D rules are of concern when sales of securities cross state boundaries for distribution beyond Montana, but which are not publicly offered. If you are offering sale of your company’s stock in other states then you must be aware of Montana’s and the other state’s securities laws.

The first step in determining the best course of action for a small corporation seeking equity capital investment is to examine the securities and transaction exemptions that presently exist in Montana. There are two exemptions and one simplified registration process that will pertain to small corporations; a limited offer exemption, the Montana Investment Capital Exemption (MICE), and the Small Corporation Offering Registration (SCOR). Each of these programs has advantages, limitations, and disadvantages. A summary of these programs is contained in Table 4-3.

It is important to recognize that these programs can be used in the initial formation of a corporation or whenever additional equity capital is required. It is also important to recognize that disclosure of material information must be made to investors under any circumstances.
<table>
<thead>
<tr>
<th></th>
<th>Limited Offer</th>
<th>MICE</th>
<th>SCOR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maximum Amount Raised</td>
<td>no limit (1)</td>
<td>$500,000</td>
<td>$1,000,000</td>
</tr>
<tr>
<td>Maximum # of Offers</td>
<td>10 - 25 (2)</td>
<td>no limit</td>
<td>no limit</td>
</tr>
<tr>
<td>Maximum # of Sales</td>
<td>25 (2)</td>
<td>40</td>
<td>no limit</td>
</tr>
<tr>
<td>Allowable Time Frame</td>
<td>12 mo</td>
<td>12 mo</td>
<td>12 mo</td>
</tr>
<tr>
<td>Escrow Required</td>
<td>no</td>
<td>yes</td>
<td>sometimes (3)</td>
</tr>
<tr>
<td>Registered Sellers</td>
<td>no</td>
<td>yes</td>
<td>yes</td>
</tr>
<tr>
<td>Sales Commissions Allowed</td>
<td>no</td>
<td>yes</td>
<td>yes</td>
</tr>
<tr>
<td>Qualified Investors Needed</td>
<td>no</td>
<td>yes</td>
<td>sometimes (3)</td>
</tr>
<tr>
<td>Advertising Allowed</td>
<td>no</td>
<td>no</td>
<td>yes (4)</td>
</tr>
<tr>
<td>Disclosure Required</td>
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<td>yes</td>
<td>yes</td>
</tr>
<tr>
<td>Montana Form Required</td>
<td>no (2)</td>
<td>yes</td>
<td>yes</td>
</tr>
<tr>
<td>Fees</td>
<td>none (2)</td>
<td>$200</td>
<td>$200 - $1,000</td>
</tr>
</tbody>
</table>

(1) SEC regulations apply when State Boundaries are crossed
(2) At present, a letter is needed to notify Montana for offerings to more than 10 but less than 25 persons. A $50 fee is required for offers exceeding 10.
(3) Based on circumstances, Montana may impose requirements and usually does require an escrow account. However, there is more flexibility in establishing requirements.
(4) Strict limitations are imposed. Advertising must be approved in advance by the Montana Securities Department. "Tombstone" adds are acceptable.
LIMITED OFFER:

Characteristics:

This is the most commonly used method for small corporations. The securities need not be registered if there are fewer than 10 offers to potential investors made within a period of twelve consecutive months. A notification to the Montana Securities Commission for an "expanded exemption" is required to go beyond 10 up to a maximum of 25 offers. There are vague interpretations of the law as to whether the corporate officers who are stockholders are considered as part of the 25, or if the 25 are in addition to the officers (this would be a consideration only during initial formation). An offer does not constitute a sale but merely an offer to sell. There is no limit to the amount of capital that can be raised, however, if State boundaries are crossed, SEC rules apply and the seller should investigate with the SEC. No notification to the Securities Commissioner is required until you go beyond 10 to 25. No remuneration to the seller can be given. The seller does not need to be registered with the State.

Disadvantages:

The term "offer" puts some severe constraints on this method. Even if a sales is not made, an offer was extended and counts as one of the 10 to 25 offers. "Offer" is defined in a manner that is subject to interpretation. Strictly
interpreted, if the seller communicates to a person that stock in the corporation is for sale, an offer is made and only nine more offers can be made. If none of the 25 offers (under the expanded exemption) results in a sale, then no stock can be offered or sold for a period of twelve months from the date of the first offer.

Danger exists here because of the definition of the term "offer". For example, if a newspaper article about the start of a new business contains statements indicating common stock is for sale, a strict interpretation could result in an offer being made to every reader of the article. If a disgruntled investor can demonstrate that offers were made to more than 25 people, a securities violation is proven. It is extremely important that the seller of the stock keep meticulous records regarding all offers, including the circumstances and the dates of both offers and sales.

MONTANA INVESTMENT CAPITAL EXEMPTION (MICE):

Characteristics:

A maximum of $500,000 of stock can be sold to forty or fewer qualified investors in a twelve month period. Qualified investors are those who are knowledgeable and able to afford the investment as specifically defined in the statutes. There is no limit to the number of offers that can be made. Commissions may be paid to
registered sellers of the stock if such commissions are disclosed to the investor.

A minimum and maximum number of shares to be sold and the offering price must be specified and the minimum must not be less than 75% of the maximum. Funds raised must be deposited in an escrow account until the minimum is raised. If the minimum is not raised within six months, the funds must be returned to the investors. A twelve month period can be used to raise the stated maximum amount. Sellers must be registered with the State (use Form U-4).

A fairly elaborate exemption form must be filled out and approved by the State. The form is designed to make fairly complete disclosure of the corporation's financial status, the management team, the nature of the business, risks, history and the intended use for the funds. This form also must be used to provide the investor with the necessary information to meet disclosure requirements.

Disadvantages:

The major disadvantage of this method is the requirement for an escrow fund until the stated minimum amount of shares are sold. The funds are not available to the corporation during this period. Also, if the corporation fails to raise the minimum within six months, it must return the funds to the investors.

Because of the limited number of investors and the restrictions on the minimum number of shares that can be sold, there is considerable consideration that needs to be given to the structure of the offering in terms of number of shares, their
price, and the minimum needed.

SMALL CORPORATE OFFERING REGISTRATION (SCOR)

Characteristics:

SCOR is a Registration by qualification which requires that a Form U-7 disclosure document be prepared. This method has been used in Montana since March, 1991. It is also in use in all the States surrounding Montana making it easier to register for sales to investors living in those States. The form was developed and adopted by the North American Securities Administrators Association, Inc. SCOR can be used for both equity and debt offerings. Sellers must be registered with the State (use Form U-4).

Investment of up to $1,000,000 in a twelve month period can be obtained from an unlimited number of offers to an unlimited number of investors. Commissions may be paid to registered sellers of the stock if such commissions are disclosed to the investor. Regional brokerage firms may be used to market the security and investor qualification is the responsibility of the seller. "Tombstone" advertising also may be used. If the offering is less than $500,000, reviewed financial statements may be used in the disclosure process. If the offering is greater than $500,000, audited statements must be used. A minimum (which can be zero) and maximum number of securities must be specified. The minimum is established
on a case by case basis. It is not always necessary to meet the minimum before funds can be used by the corporation. However, the State may, at its discretion, require investments to be directed into an escrow account until a minimum investment is raised; usually this is required.

A "fill in the blank" registration form must be filled out and approved by the State. As with the MICE form, this form is also designed to make an even more complete disclosure of the corporation’s financial status, the management team, the nature of the business, risks, history and the intended use for the funds. The completed Form U-7 must also be used to provide the investor with the necessary information to meet disclosure requirements prior to making a sale. Also, under the SCOR Registration, shares of stock may not be sold for less than $5.00 per share.

A requirement to submit a Form D of Regulation D of the Securities Act of 1933 must also be filed with the SEC claiming exemption from SEC regulation. if state boundaries are crossed.

Disadvantages:

In some circumstances, the State may require an escrow account be used until the minimum number of shares are sold. An example is when a company needs a minimum amount in order to build a plant. If the minimum can’t be raised, the plant cannot be built and the offering must be rescinded. Investors funds are
protected in the escrow account in the case that a "refund" must be made.

The State of Montana usually will require that "Founders' Stock" be placed in escrow for two years if the founders of a company purchased stock at less than 80% of the offering price. This restriction is designed to protect new investors from actions by founders to dispose of their stock once new funds have been raised at a higher price per share.

Although the registration form is involved and complex, it is designed to be completed by a "layman" and does not require the assistance of a securities professional. Experience in the State of Washington has shown that the completed form is a useful tool in the marketing of the securities.

The SCOR form may not be used by mining, oil and gas companies, or other companies engaged in extractive industries.

OTHER CONSIDERATIONS

There are sources of equity and debt financing available in Montana as a result of recent legislative actions. One of those sources is the Montana Science and Technology Alliance. State monies are available from the Alliance in exchange for convertible bonds issued by the corporation receiving the funds. It is the intent of the
Alliance to sell those bonds at some future date in order to liquidate its holdings and re-investment in other opportunities. It is conceivable that the corporation could issue an offering under the SCOR program in order to raise equity capital to purchase the bonds back from the Alliance and retire the debt. Securities sold to the Montana Science and Technology Alliance will generally be considered as "exempt transactions" by the Securities Department of Montana and will not be subject to registration requirements.

Other situations in which venture capital companies have invested and later desire to harvest their investment could be funded through stock offerings that must follow Montana securities procedures. The SCOR program appears to have the most potential for satisfying State requirements while providing the most flexibility for the corporation seeking capital.

PUBLIC STOCK OFFERINGS

Although the extremely complex process of public stock offerings are beyond the scope of this guide, a brief description of the process is important for those companies that may consider the process at some future date. A company is in a position to consider public offerings when it reaches annual sales of $15-20 million, has an annual net income of $1 million or more, and is experiencing an annual growth rate of 30-50%.

A company "goes public" when it sells its stock to the general public for the first time. This process is called an "initial public offering" (IPO.) Sales to the public require the company to file a registration with the US Securities and Exchange
Commission (SEC) following the rules adopted with the Securities Act of 1933 before any share can be sold or delivered using interstate commerce or the mails. In addition, all pertinent information regarding the company and the owners must be disclosed to all potential investors. This disclosure document is called a prospectus. The registration with the SEC must include the prospectus.

The company can sell new shares of stock, existing stockholders can sell part of their holdings, or both. An investment banking firm must be retained to assist with the registration process and to "underwrite" the sale of the stock on one of the recognized stock exchanges located throughout the country. In addition to the investment bankers, experienced accountants and attorneys are required to assist with the registration and sale of the stock.

There are numerous advantages to going public. The stock may bring a higher price than would be obtained with a limited offering, an improved debt to equity ratio can enhance the company's ability to borrow money, the company's ability to offer additional public sales can be enhance its ability to raise additional equity, the company can be valued more effectively, the owners' ability to sell or liquidate all or a portion of their stock will be greatly enhanced, the company will gain a significant amount of prestige, and the owners can gain considerable personal wealth.

There also are some significant disadvantages. The cost of going public is very high both initially and on an ongoing basis. Out-of-pocket costs can range from $200,000 to $300,000 for a small offering plus a commission to the underwriters of up to 10% of the total offering. On-going expense of reporting financial information on an
annual basis to the SEC and to shareholders can be significant. All significant information about the company must be disclosed and therefore is available to the public, the customers, and the competitors. There will be constant pressure to maintain a growth pattern in order to keep the price of stock at a level that satisfies the shareholders. If enough stock is sold to the public, the original owners can lose control of the company.

Any serious consideration of public offerings should be discussed with experienced professionals. Unfortunately, in the State of Montana, there are few experienced professionals. Most Montana firms that have issued IPO's have utilized out-of-state attorneys, accountants, and underwriters. There are national firms with offices in Montana such as Dorsey & Whitney and Holland and Hart that are qualified to assist in many situations. The best source of practical information would be those corporate officials that have successfully completed an IPO.

SAMPLE FORMS

4-1 Bank Application Form
4-2 Personal Financial Statement

SAMPLE DOCUMENTS

4-1 Personal Note

SOURCES OF INFORMATION

Montana Code Annotated - Title 30, Chapter 10 1989
Montana State Auditor's Office
Securities Department
Room 270, Sam W. Mitchell Building
Helena, MT 59620
Phone (406) 444-2040
(800) 332-6148
Small Corporate Offering Registration Form (U-7) 1989
Administrative Rules of Montana 6.10.120 1988
Administrative Rules of Montana 6.10.124 1988

Montana Department of Commerce
1424 Ninth Avenue
Helena, MT 59620
Small Business Development Center
Phone (406) 444-4109
(800) 221-8015
FAX (406) 444-2808

Small Business Administration
Federal Building
Helena, MT 59601
Phone (406) 449-5381

Reference Books:
"Strategies for Going Public - An Entrepreneur’s Guidebook", Deloitte Haskins & Sells

Banks
Attorneys
Certified Public Accountant’s
CHAPTER 5
EMPLOYEES

INTRODUCTION

At some time during the life of a company, the decision to hire an employee will be confronted. Having employees significantly increases the complexity of management, the requirements for record-keeping, and the complexity of the appropriate legal processes. More time will be spent in accounting, payroll calculations, and government reporting.

The employer must accept additional responsibilities for calculating wages, conforming to wage and hour laws, calculating and paying employee withholding taxes, calculating and paying the employer's portion of taxes, providing a safe work place, establishing fair and equal treatment policies for employees, and establishing fair and non-discriminatory hiring practices.

This chapter covers the requirements for small businesses with fewer than 50 employees. When the company grows to larger numbers of employees, additional Federal requirements must be satisfied. ERISA, the Employee Retirement Income Security Act of 1974, specifies requirements for businesses to provide retirement plans for their employees. Compliance with ERISA requirements can be extremely complex. Additional State and Federal requirements are continually being developed, and business owners and corporate officers continually must be aware of ramifications to their
companies. Additional employees are often hired just to keep the company in compliance with existing and new regulations.

As you will find as you read this chapter, there are numerous Federal and State agencies involved with employee regulations. Each of these agencies has material designed to help the new business owner. Many have an "Employer Handbook" or similar brochure that details their requirements. Additionally, the Montana Department of Revenue publishes the "Montana Taxpayers Digest" that describes not only taxes pertaining to employees, but lists all license, permit, and other related fees and taxes plus available tax incentives provided by the State of Montana. This book is a must for the new business owner.

CHECKLIST

I. The Decision to Hire Employees
   A. Independent contractors
   B. Employees
      1. Wage and Hour laws
      2. OSHA requirements for the work place
      3. Taxes, insurance, and withholding
         a. Employer paid
            1) Social Security and Medicare
            2) Federal unemployment tax
            3) Montana unemployment tax
            4) Montana worker’s compensation insurance
         b. Withholding - employee paid
            1) Social Security and Medicare
            2) Federal income tax
            3) Montana income tax

II. Develop personnel policies
    A. Employee manual
    B. Application form
C. Employee contracts (optional)
D. Job description
E. Recruitment process
D. Interview process
E. Evaluation process
F. Hiring process

III. Hire Employees
A. One-time forms:
   1. UI-1 Montana Unemployment Insurance Employer Registration
   2. RAUI1 Montana Unemployment Insurance Establishment Activity and Location Statement
   3. SF-MIS LF 100A Workers’ Compensation Insurance Application
   4. ER-1 Montana Department of Revenue - Withholding Tax/Workers Compensation Payroll Tax Registration

B. Individual employee forms:
   1. Employee Contract
   2. W-4 form
   3. I-9 form - Employment Eligibility Verification

IV. Employee Records

V. Quarterly reports
A. Federal reporting
   1. IRS form 941 Quarterly Withholding
   2. IRS form 8109 Deposit Federal quarterly withholding amount

B. Montana reporting
   1. Montana MW-5 Quarterly withholding report
   2. Deposit Montana quarterly withholding amount
   3. Unemployment form UI-5 payroll report

VI. Annual reports
A. Federal reporting
   1. IRS form 940 FUTA Tax return
   2. IRS forms W-2 Wage and Tax Statements
   3. IRS form W-3 Transmittal of Income and Tax Statements
   4. IRS form 1099-MISC independent contractor payments

B. Montana reporting
   1. Montana MW-10 Annual Reconciliation

**THE DECISION TO HIRE EMPLOYEES**

If your business needs additional people to perform certain duties that you and the other owners don’t have the time or abilities to do, you will need to hire help. That help
can take the form of an employee or an independent contractor. It is very important for the business to know the difference between a contractor and an employee.

An independent contractor is responsible for his/her own taxes, withholding, insurance, and record keeping. The contractor invoices the company for services rendered and the company simply pays the bill. An employee, on the other hand, is a part of the company. The company, as the employer, must pay social security and Medicare taxes, worker's compensation insurance, and unemployment insurance for all "common-law" employees. The employer may also have to withhold Federal and State income tax from the employee's wages and pay them on behalf of the employee to the appropriate government agency. Records must be kept and quarterly and annual reports submitted.

It is obviously simpler and less expensive to hire independent contractors rather than employees. However, there are specific rules that define an employee and an independent contractor. Even though you treat someone as an independent contractor, they may be, in the eyes of the government, an employee; and you will be liable for all appropriate taxes, insurance, and records.

The IRS definitions of employees and independent contractors, listed below, are generally followed by all the other agencies involved in employee taxes, insurance, and records. The IRS publication 15 - Circular E, Employer's Tax Guide, and IRS Publication 334 - Tax Guide for Small Business both have excellent descriptions.
Independent Contractors

An independent contractor is one who follows an independent trade, business, or profession in which they offer their services to the general public. A individual is an independent contractor if the employer has the right to control or direct only the result of the work and not the means and methods of accomplishing the work. Generally, independent contractors must be in business for themselves. A corporation is, by default, an independent contractor when it performs services. A very serious consideration for independent contractors concerns the worker's compensation insurance laws in the State of Montana. Be sure to read the section on worker's compensation later in this chapter if you are an independent contractor or if you will be doing business with an independent contractor.

The IRS has placed an additional burden on the employer of independent contractors. The employer must file an annual report with the IRS, Form 1099-MISC, that reports all payments to independent contractors. This is to insure that the contractors properly report all their income to the IRS. Forms 1099-MISC must be provided to all independent contractors and must be sent, along with Form 1096 (a summary and transmittal form), to the IRS by the last day of February for the preceding year.

Employees

The IRS defines a "common-law" employee as anyone who performs services to
the will and control of the employer in situations where the employer can control both what must be done and how it must be done. This is so even when you give the employee discretion and freedom of action, so long as the employer has the legal right to control both the method and result of the services. There are two usual characteristics of an employer-employee relationship; the employer has the right to discharge the employee; and the employer supplies tools and a place to work. All withholding, taxes, and insurance rules apply to common-law employees.

A "statutory " employee may not be a common-law employee, but if they are in one of the following categories, the employer must pay social security and Medicare:

1) A driver who distribute products from meat, vegetables, fruit, bakery items, or beverages or picks up and delivers laundry or dry cleaning - if the driver is your agent or is paid a commission.
2) A full time life insurance salesman.
3) An individual who works at home on materials or goods which the employer supplies and which must be returned to the employer or one designated by the employer, if the employer furnishes specifications for the work to be done.
4) A full time traveling or city salesperson.

Federal unemployment tax must also be paid by statutory employees except for those that are insurance salespersons or individuals who work at home.

"Statutory non-employees" are treated as self employed independent contractors. They qualify if they are real estate salespersons who are paid on production rather than the number of hours worked, or if the individual’s services are performed under a written contract that states they will not be treated as employees for federal tax purposes.

Wage and Hour Laws
If you hire employees, you must conform to the wage and hour laws of the State of Montana and the Federal Government. These laws address the minimum wage, overtime pay, exempt and non-exempt employees, equal pay, restaurant and contractor employees, and required record keeping.

**Minimum Wage:** Both the Federal and state governments set a required minimum wage. Employees must be paid at least the Federal minimum, but under no cases can they be paid less than the Montana minimum. The rate an employee is paid includes all payment made to the employee by the employer. Commissions, monthly salary, and hourly wages are all considered part of the employee's regular rate. Employees also can be paid on a "piece rate" basis. It is important for the employer to provide a piece rate that allows the normal employee to at least equal the minimum wage rate. If, as an example, Montana Stitchery paid employees $10 for each garment bag they sewed and the normal employee took three hours to complete a bag, they would not be receiving the minimum wage rate of $4.25 per hour ($10 divided by 3 hours is $3.33 per hour.)

**Overtime pay:** Non-exempt employees (generally hourly employees) must be paid overtime if they work more than 40 hours in a week or if they work more than 8 hours in a day. The overtime rate must be one-and-one-half times the regular rate. The total regular wage for a week, including salary, piece rate payment, and hourly rate, is divided by 40 to determine an hourly rate.
**Exempt Employees:** Employees that are not subject to overtime pay are considered to be "exempt." Exempt employees are those in executive, administrative, professional, or outside sales jobs. The Montana law also dictates other qualified exempt employees. Table 5-1 lists those specified employees that are exempt from both the minimum wage and from overtime pay.

### TABLE 5-1

**List of Employees Exempt From Minimum Wage/Overtime**

1. Any person employed in an executive, administrative, or professional capacity.
2. Immediate family members of the employer, or who are dependent on the employer for at least half of their support as a "dependent".
3. Persons working in homes whose duties include "chores" such as baby-sitting, mowing lawns, and cleaning sidewalks.
4. Resident managers of lodging or personal care facilities who, as part of their employment terms, live in the facility.
5. Retired or semi-retired persons performing part-time work as a condition of their residence on a ranch or farm.
6. Learners under eighteen years of age employed as farm workers only if their wage exceeds 50% of the minimum wage rate.
7. Persons employed by a head of household to care for dependent children.
9. Persons who volunteer their services to a non-profit organization - on a partially or fully reimbursed basis.
10. Certain persons, if a certificate is obtained from the Montana Commissioner of Labor and Industry, including persons involved in an accredited distributive education program, learners or apprentices for a period not to exceed 30 days, and handicapped workers in certain qualifying programs.

Source: Quick Reference Guide - Montana Wage/Hour Laws

The State of Montana also exempts other types of employees from overtime pay. There is an extensive list of qualifying employees that partially includes: certain
commissioned salespersons, certain delivery persons paid on a trip rate or delivery plan, some agricultural workers, taxicab drivers, employees covered by certain Interstate Commerce Act provisions, certain police and fire-fighters, and certain health care employees. Because of the complexity and interpretation of exempt rules, it is important for employers to determine from the Montana Department of Labor and Industry if their situation qualifies for exemption.

Non-Exempt Employees: These employees are any employees who are not exempt. These employees are subject to overtime pay.

Equal Pay: It is illegal in the State of Montana to employ any woman for wages that are less than those paid to men for equivalent services.

Restaurant and Contractor Employees: The State of Montana places additional requirements on restaurant and contractor employers. Restaurant, bar or tavern owners must post a bond (see Chapter 7) with the Commissioner of Labor and Industry in the amount of at least double the projected semi-monthly payroll plus 3.8%. The bond is to ensure the payment of wages and payroll taxes. Contractors must file a surety bond with the Commissioner in an amount equal to the contractor’s average monthly payroll. Specific information can be obtained through the Employment Relations Division of the Montana Department of Labor and Industry.
**Employee Records:** Employers must keep certain records for their employees. These records must be kept for a period of five years. Table 5-6 shows the records for each employee as specified by the Montana Minimum Wage Law and other State and Federal agencies plus other information that is useful to maintain. If there are unusual compensation pay arrangements, such as lodging or board, they also must be included in the records. Records must be kept for each pay period and include the beginning and ending date of each period, total wages and withholding, and the number of employees included in each pay period.

**OSHA Requirements for Work Place**

The Federal Occupational Safety and Health Act of 1970 provides job safety and health protection for workers by promoting safe and healthful working conditions. The Act provides requirements for the following:

1. Employers must furnish a place of employment free from recognized hazards that are likely to cause death or serious harm to employees.
2. Employees must follow all safety and health regulations that apply to their own actions and conduct on the job.
3. An OSHA compliance officer can inspect the work place for compliance to OSHA regulations. The owner (or a representative) and an employee can accompany the inspector.
4. Employees can file a complaint with OSHA requesting an inspection if they believe there are unsafe or unhealthful conditions. Employees are protected from repercussions by the employer.
5. If an inspection results in identifying a violation of the Act, a citation will be issued with a time period specified for correction.
6. Penalties ranging to $1,000 for each violation can be assessed. If the violations are not corrected in the specified time frame, additional penalties of up to $1,000
per day can be assessed. Willful or repeated violations can result in fines up to $10,000.

OSHA will provide assistance to companies to help them conform to the ACT. It is very important for businesses to be aware of OSHA requirements and to be prepared to provide safe and healthful work places. There are many consultants that can provide assistance to companies that think they may be affected by the Act. Also, there are programs available through the Montana University System that can assist businesses.

Taxes, Insurance, and Withholding

Employers also are responsible for the payment of social security, Medicare, unemployment taxes, and worker’s compensation insurance for their employees. The employer also is responsible for the withholding of the employee’s income tax and his/her share of social security and Medicare taxes and for making the payments to the appropriate government agency for the employee.

Employer Paid Taxes and Insurance:

The employer also is responsible for the payment of the employer’s share of the social security and Medicare tax, federal unemployment tax, Montana unemployment insurance, and worker’s compensation insurance.
Social Security and Medicare Tax: The employer pays 6.2% of the employee’s wages (up to $53,400) to the federal government for social security tax and an additional 1.45% (up to first $125,000) of the wages for Medicare taxes. These taxes are paid by the employer in addition to the worker’s wage. These taxes are usually remitted along with the employee’s share of taxes withheld from the employee’s paycheck.

Federal Unemployment Tax: The Federal Unemployment Tax Act (FUTA) requires that the employer pays tax of 6.2% on the first $7,000 of employee wages (a total of $434.) However, if the employer pays State unemployment insurance on the employee, and pays it on time, a credit of 5.4% ($378) can be taken against the amount due the Federal government. This credit effectively reduces the FUTA tax to .8% or $56 per year. These taxes are paid by the employer in addition to the worker’s wage.

Montana Unemployment Insurance: The employer in Montana pays Unemployment Insurance payroll taxes if they meet one or more of the criteria listed in Table 5-2. These taxes are paid in addition to the worker’s wage.

Unemployment Insurance rates are based on a rate class and on your company’s experience factor. For a new business, the rate assigned is the average rate of employers classified in the same industry. In addition to the class rate, an administrative tax of .1% is assessed each quarter. If you pay Montana Unemployment Insurance, remember to take a credit on your FUTA payment of up to 5.4% on the first $7,000 of each employee’s wages.

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TABLE 5-2

Employers Covered by Unemployment Insurance

1. Total annual payroll for the current or preceding year exceeds $1,000.
2. The employer acquired all or part of a business which is already subject to unemployment law.
3. The employer is subject under the Federal Unemployment Tax Act (FUTA).
4. Agricultural workers were employed and collectively paid more than $20,000 in cash for agricultural labor in any quarter of the current or preceding calendar year.
5. More than 10 agricultural workers were employed in agricultural labor on 20 days in 20 different weeks in the current or preceding calendar year.
6. Domestic workers were employed and paid $1,000 or more in cash for domestic services in any quarter during the current or preceding calendar year.

Source: Tax Guide for Small Business - IRS Publication 334

Worker’s Compensation Insurance:

Worker’s compensation insurance is a legislative mandated insurance requirement which provides wage loss and medical benefits to workers injured on the job. An employer who properly carries the insurance is protected from legal action for damages for work related injuries suffered by its workers. Neither general liability nor health and accident insurance are substitutes for worker’s compensation insurance. The Workers’ Compensation Act of Montana, with limited exceptions, requires all employers to cover their full-time, part-time, seasonal, or occasional workers with workers’ compensation insurance. Table 5-3 lists the employees that do not require coverage. This insurance payroll tax is paid by the employer in addition to the worker’s wage.
It is of the utmost importance that the company recognize who is an employee and provide worker's compensation insurance for all employees. Hiring of independent contractors relieves the company from paying this insurance. The independent contractor must provide worker's compensation insurance for him/herself and for his/her employees. Should someone you do not consider to be an employee be injured and the State of Montana later determines this person was an employee, you will be liable for his/her medical expenses and lost wages (past and future.) The liability can be enormous!

### TABLE 5-3

**Employees Not Requiring Worker's Compensation Insurance**

1. Sole proprietors or working members of a partnership
2. Dependent family member employees who are claimed as dependents for Federal tax purposes
3. Corporate officers who reject coverage
4. Employees covered by federal compensation laws
5. Casual workers who do not work in the usual course of the business operation
6. Licensed real estate brokers or salespersons
7. Volunteers (except for some police, fire, and search and rescue volunteers)
8. Household or domestic employees
9. Persons working in return for aid or sustenance only

*Source: State Fund Employer's Pamphlet (SF-MIS PAM5)*

Worker's compensation insurance can be obtained in three ways. Compensation Plan I allows financially capable companies to self insure. This method is not available to start-up companies. Compensation Plan II allows companies to purchase the coverage
from an approved independent insurance carrier. Compensation Plan III allows companies to purchase insurance provided by the Montana State Fund. Even though the rates for the Montana State Fund are higher than most surrounding states, they are usually lower than those provided by independent carriers (see Chapter 7.) For this reason, most employers use the State Fund for their coverage.

Montana State Fund rates for worker's compensation insurance are based on experience. All employers are subject to a one percent assessment on wages paid for a "Uninsured Employers' Fund", an assessment up to five percent for a "Subsequent Injury Fund", and a 0.28% assessment for Fund administration. Employers' are then assessed a rate based on experience and the classification of the occupations of their employees. New employers will be rated on industry averages for their employees job classifications. As would be expected, jobs that have little potential for injury, such as secretarial jobs, will be subject to a lower rate than high risk jobs, such as timber fallers. Conditions in the work place also can affect the rates. Rates are based on experience for established companies with the last three years as the base for the rates. An unsafe work place that contributes to injuries will result in much higher insurance taxes than one that is safe and experiences no injuries.

Business owners can be exempted from Worker's Compensation Insurance taxes. Corporate officers can apply to the State Fund for permission to reject coverage. State Fund form LF220E is used to reject coverage. Independent contractors also can apply
for exemption using State Fund form LF840A. This form also can be used for partnerships and sole proprietorships. Independent contractors normally will have to provide proof to their customers that they either have coverage or that they are exempt from coverage. The customers will not be willing to accept the possibility that, in case of injury, the State of Montana will rule that the contractor is an employee and that they (the customer) are responsible for coverage. It is important that you, as a business owner, recognize your potential liability if you hire an independent contractor that is not covered or is exempt. Be sure that any independent contractors that you hire prove coverage or provide documents from the Montana State Fund proving that they are exempt and that the State Fund cannot make you liable for injury costs.

If your company functions as an independent contractor, then you must supply the information described above to your customers. You can obtain the necessary forms from the State Fund to supply to your customers. The forms available are:

- State Fund form LF220E - "Corporate Officer Rejection"
- State Fund form LF840A - "Application for Independent Contractor Exemption"
  - for sole proprietorships or partnerships

Withholding - Employee Paid Taxes

Withholding taxes are those taxes that the employee is liable for, but that the
employer must withhold from the employee's paycheck. The withholding amounts must be paid to the Federal and Montana governments in behalf of the employee. The taxes that are included are the employee's share of social security and Medicare taxes and Federal and Montana individual income taxes.

These taxes must be paid to the government on a timely basis depending on the amount of taxes withheld and owing. Table 5-4 contains the IRS deposit rules.

<table>
<thead>
<tr>
<th>Deposit Rule</th>
<th>Deposit Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. If at the end of the quarter your total tax liability for the quarter is less than $500:</td>
<td>No deposit is required. You may pay the taxes to IRS with FORM 941 or 941E, or you may deposit them by the due date of the return.</td>
</tr>
<tr>
<td>2. If at the end of any month your total tax liability is less than $500:</td>
<td>No deposit is required. You may carry the tax liability over to the following month within the quarter.</td>
</tr>
<tr>
<td>3. If at the end of any month your total tax liability is $500 or more but less than $3,000:</td>
<td>Within 15 days after the end of the month (unless you made deposits under rule 4).</td>
</tr>
<tr>
<td>4. If at the end of any eighth-monthly period (the 3rd, 7th, 11th, 15th, 19th, 22nd, 25th, and last day of each month) your total tax liability is $3,000 or more but less than $100,000:</td>
<td>Within 3 banking days after the end of that eighth-monthly period.</td>
</tr>
<tr>
<td>5. If at the end of any day during an eighth-monthly period your total tax liability is $100,000 or more:</td>
<td>By the end of the next banking day.</td>
</tr>
</tbody>
</table>

Source: Employer's Tax Guide - IRS Publication 15
Social Security and Medicare Taxes: The employee’s share of social security is 6.2% of the first $53,400 of his/her wages and Medicare is 1.45% of the first $125,000 in wages. This amount is deducted from the employee’s wages and is paid quarterly to the Federal government (see the sections covering quarterly and annual reports following.)

Federal and Montana Income Taxes: An amount approximately equal to the employee’s annual tax liability must be withheld from the employee’s wages and paid to the government for the employee. It is the employee’s responsibility to tell the employer how to determine the appropriate withholding amount using IRS Form W-4, which must be filled out by the employee at the beginning of his/her employment. The W-4 form can be re-submitted by an employee any time he/she wishes to change his/her claim. The W-4 form contains the number of dependents the employee wishes to claim and must be signed by the employee.

The employer subsequently uses this information and withholding tax tables provided by the Montana Department of Revenue and the IRS to determine the appropriate withholding amount. That amount is deducted from the employee’s paycheck. The IRS provides withholding information in Publication 15 - Circular E - Employer’s Tax Guide. Montana provides its information in the Montana Department of Revenue "Payroll Tax/Withholding Tax Guide", published annually. Both the IRS and the Montana Department of Revenue have tax kits available that contain all the appropriate information for the business owner.
DEVELOP PERSONNEL POLICIES

Once the company has decided to hire employees, it is necessary to establish some policies and procedures before actual hiring occurs. In the current legal climate of fair treatment, non-discrimination, and legal retribution, care must be taken that the hiring process protects both the employer and the employee. General policies and procedures that apply to applicants and employees need to be developed and be in place to provide the employer a basis for selection, evaluation, and termination. A human resources policy manual containing hiring practices, job descriptions, application forms, employee contracts, interviewing procedures, and evaluation and hiring procedures will provide a basis for managers for fair and equal treatment of applicants and employees.

Employee Manual

The new company that is hiring employees needs to have the answers to many questions before it undertakes the task of recruiting, interviewing, selecting and hiring those employees. You must know what these employees will do for you, what you will pay them, what benefits you will provide, how you will evaluate them, and how you will terminate an unsatisfactory employee. Each prospective employee will want answers to the same questions in addition to an understanding of what is expected of them, the working conditions, the codes of behavior, the work hours, and how time off is handled.

Employers should document their expectations, procedures, and benefits prior to
hiring employees. Consistency of treatment among employees and an atmosphere of fairness can be maintained. An Employee Manual should address their policies, benefits, and special services. Table 5-5 lists some of the subjects that should be addresses in an employee manual. The company can print these policies in an employee manual that can be provided to each employee hired. The manual also will be the basis for decisions regarding the treatment of all employees.

Application Form

An application form should be used to gather required information about the applicant. In addition to providing information about the qualifications of the applicant, the form can be used to gather the information that must be maintained for every employee (see the Employee Records section following.) In addition to the information required to be kept in the employee records (see employee records section), the application form should request information about the applicant’s education, work history, and other qualifications. Samples of application forms can be obtained from companies you know, employment agencies, and numerous text books. A sample application form is included in the Sample Documents Section.

Employee Contracts

Most employers are unsure of hiring a relatively unknown employee. They can use employment contracts to protect themselves from having to retain an unsuitable
TABLE 5-5
Employee Manual Contents

A. Policies:
1. Employment, including probationary periods, equal opportunity, non-discrimination, and hiring of family members
2. Supervisory system, including management structure
3. Pay periods, payroll deductions, pay days, payroll reporting, and overtime
4. Job classifications
5. Conditions for employment such as criminal records, substance abuse, and any other conditions pertinent to maintaining employment
5. Job promotion including seniority, pay for performance, and job evaluation policies
6. Job conduct including codes of dress, conduct, attendance, absences, and hours of work
7. Rules and regulations including use of company equipment and facilities, smoking, record keeping, and safety
8. Employee grievance, termination, layoff, and recall policies

B. Benefits:
1. Holidays including a list of paid and unpaid holidays
2. Personal time off for religious reasons, military leave, jury duty, and medical and legal appointments
3. Vacation including number of paid days and how they are accumulated
4. Maternity leave including amount of time available and job retention
5. Leave of absences
6. Group insurance for medical, dental, and disability including eligibility, cost, and rules.
7. Travel Reimbursement
8. Unemployment and worker’s compensation insurance
9. Retirement plans
10. Profit sharing incentive plans

C. Special Services:
1. Any special services including use of company facilities such as recreation facilities, lunch room facilities, parking facilities, use of company equipment, or any other service
employee. An employee contract will include the job duties (from the job description developed - as discussed in the next section), the term of employment if it is not perpetual, the wage to be paid, how the employee can be terminated, and the description of a probationary period. The probationary period will allow the employer to terminate the employee without cause or justification within a period of time after employment begins. The normal probationary period is six months. This probationary period protects the employer from having to retain an employee that is not necessarily doing things wrong, but simply is not performing to expectations.

If either employment contracts are not in place or the company does not have specific policies presented to the employee, discharging an employee can be a difficult procedure. If the terminated employee can prove that he/she was discharged unfairly, was discriminated against in any way, or was not given the chance to improve their performance before dismissal, the employer may be subject to legal damages in addition to paying back wages and re-hiring the employee.

Job Description

A job description must be developed for each job position for which the company will hire an employee. The job description will contain the job title, a brief description, an outline of the duties and responsibilities of the job, and the requirements in terms of education, skills, and experience for the job. The job description can be provided to the interested applicant. It will be used to compare the qualifications of the applicant for the
job, and it can become part of the employment contract. Later, it will be used to evaluate the performance of the employee in the job. A sample job description for a bookkeeper/accountant is contained in the Sample Documents Section.

Recruitment Process

Once the employee manual, the application form, and the job description are completed, the search for suitable applicants can begin. Advertisements in newspapers and publications can announce the job. You want many applications to choose from, so the advertisement must make the job attractive to readers. It should contain brief but pertinent information about the job, the requirements, when applications are due, and how to apply.

Other sources of applicants are employment agencies and the Montana Job Service. Professional employment agencies will charge for their services by asking a fee of the employer or the successful employee. The Montana job service does not charge a fee.

One of the more popular and reliable sources of recruits is networking through other companies and personal acquaintances. Let people know that you are hiring. They may personally know someone that may be suitable that they can recommend. These applicants must still undergo the same evaluation processes that any other applicant goes through.

Each applicant should submit an application, provide a resume, and provide personal and professional references.
Interview Process

Once the applications are submitted, the employer can begin the evaluation process. Applications are reviewed using the job description as a base for evaluation. The first task is to eliminate any applications that don't meet the minimum qualifications stated in the job description. The applications that remain can then be ranked according to your impressions of the applicants. You then can select the top applicants (often called "finalists") for a personal interview. Most companies will select at least three and as many as five applicants for interviews.

The interview will provide the employer the opportunity to ask many questions of the applicant and to evaluate his/her responses. The interview can be the most important step in the hiring process. Conducting an interview requires planning and preparation. A list of questions along with an evaluation "score sheet" should be prepared. Not only will this assist in the interview by making sure that you ask all the appropriate questions, it will provide a base for treating all applicants the same. If different questions are asked of each applicant, unsuccessful applicants can claim that they were discriminated against by preventing them from answering pertinent questions. This does not mean that every question must be asked of each applicant, but that the pertinent questions used in the evaluation of the applicants must be asked of each and every applicant.

Prepare a question and evaluation sheet for each interview, fill them out and keep them for at least one year. A sample of appropriate and inappropriate questions are included in the Sample Documents Section. The interviewer should take care to avoid
questions that are considered discriminatory. Although there are no questions that are expressly prohibited, direct or indirect questions related to race, color, age, religion, sex, or national origin should be avoided. As a general rule, if a question is job-related, is asked of everyone, and does not discriminate against a certain class of applicants, it is likely to be acceptable to government authorities.

Evaluation Process

The process of evaluation and selection of an employee also must be done carefully. The employer needs to be able to determine the best applicant while insuring that no discrimination takes place and that the process is fair to all applicants. In addition to the application form, a resume, and a personal interview, the employer can ask the applicant to complete an employment test. Although testing lost popularity in the seventies and eighties, it is becoming popular again. It is, as a general rule, illegal to administer a lie detector test to applicants in the State of Montana.

Employment testing is an acceptable tool when it directly measures the applicants ability to perform the job. The most popular tests are those used to determine secretarial and clerical skills. Other commonly used tests are general aptitude, psychology and personality, mechanical aptitude, management skills, and industrial skills. If an employer is interested in using employment tests, consultants should be employed to provide guidance in administering the tests and in selecting acceptable tests that have been shown to have industry wide acceptance as a valid measure of skill or aptitude. Professional testing organizations and the business, education, and psychology departments in any of
the Montana University campuses can assist the employer.

There also are tests administered by professional organizations that certain professionals must complete to obtain professional credentials. Certified public accountants, professional engineers, licensed nurses, and other professionals have passed these tests, and prospective employers can ask for proof that the credentials were actually awarded.

An evaluation sheet should be developed with a list of all the important considerations. The criteria should include what the applicant "can do" and what the applicant "will do." Table 5-6 contains some typical criteria that can be used to evaluate applicants. The employer can expand these into specific criteria applicable to the job, assign a score for each criteria, and total the score for a relative ranking of each applicant. Other more intangible criteria also can be considered such as general suitability, job stability, growth potential, and cost of hiring.

<table>
<thead>
<tr>
<th>TABLE 5-6</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applicant Evaluation Criteria</td>
</tr>
<tr>
<td>1. Qualifications:</td>
</tr>
<tr>
<td>2. References:</td>
</tr>
<tr>
<td>3. Can-do factors:</td>
</tr>
<tr>
<td>4. Will-do factors:</td>
</tr>
</tbody>
</table>
The results of the evaluation should be kept for a period of one year in the case a complaint of discrimination is filed against the employer. The evaluation results will be the basis for justification of the hiring of the successful applicant.

If you cannot find any applicant that is acceptable, you do not have to hire the top ranked applicant. You may wish to hold the job open or to re-advertise later or in another geographic area.

**Hiring Process**

When the best applicant is chosen, an offer of a job can be given to him/her. A phone call to verbally extend the offer is normal and is always followed by a written offer. The written offer should state the wage, the starting date, and any conditions of employment. If an employment contract is to be signed, the offer should reference the contract. A copy of the contract, if no negotiations are to be held between the employee and the employer, can be included.

It is generally best to receive acceptance of the offer before informing any of the other finalists that they were not selected. Should your first choice reject your offer, you can make an offer to the second choice without informing him/her that they were not the first choice.

Once the applicant accepts the position, you should inform the other applicants that you have made a selection, that you appreciate their time and their interest in your company, and thank them for applying.
HIRE EMPLOYEES

One-Time Forms

When your first employee is hired, there are three forms that must be filed with the State of Montana. These forms are one-time only and do not have to be filed with subsequent hires. The forms are used to register with the unemployment, workman's compensation, and payroll withholding administering agencies within the State of Montana. Samples of each of these forms are contained in the Sample Forms Section.

UI-1 Montana Unemployment Insurance Employer Registration form: This form must be filed with State of Montana Department of Labor and Industry Unemployment Insurance Division in Helena. The form contains information on the business, the owners, the company payroll record-keepers, and general employment information.

RAUII Montana Unemployment Insurance Establishment Activity and Location Statement: This form must be filed along with form UI-1. This form requires information on the activities of the business and its location or locations.

SF-MIS LF 100A Workers’ Compensation Insurance Application: This form must be filed with State Compensation Mutual Insurance Fund (State Fund) in Helena. This form contains information on the business and the types of workers employed.

ER-1 Montana Department of Revenue - Withholding Tax/Workers Compensation
Payroll Tax Registration: This form must be filed with the Montana Department of Revenue Business Tax Section in Helena. This form contains information on the business and its owners.

These forms can be obtained from the appropriate department along with instructions by contacting them by mail or by phone. Phone numbers and addresses are listed in the Sources of Information Section.

Individual Employee Forms

Each employee that you hire will require two government forms to be completed and a employee contract, if you choose to use one.

Employee Contract: An employee contract is used at the option of the company. Contracts can differ from employee to employee depending on the circumstances and the requirements of the job to be performed. A sample contract is contained in the Sample Documents Section.

W-4 form: This form is required by the IRS for each employee that is subject to payroll withholding taxes. This form does not have to sent to the IRS, but must be kept on file in the employee's records. This form is filled out by the employee and it directs the employer to withhold income taxes based on the information supplied. The form
contains the number of exemption allowances claimed by the employee and requesting any additional money to be withheld from the employee’s paycheck. The number of exemption allowances will be used to calculate the amount of withholding from the employees paycheck.

I-9 form - Employment Eligibility Verification: This form is required by the U.S. Department of Justice and is used to prove that you are hiring either a U.S. Citizen or an alien (citizen of a foreign country) authorized by the Federal government to work in the U.S. This process is to prevent the employment of illegal aliens. It is the duty of the employer to obtain proof that the employee is a legal worker. The back of the I-9 form contains a list of acceptable documents that can furnish proof of eligibility. A U.S. citizen can provide a driver’s license containing a photograph (a Montana driver’s license is permissible) or a U.S. social security card issued by the Social Security Administration. If the employee is not a U.S. citizen, there are several documents that will provide the necessary proof of eligibility. Completion of the form and a photocopy of the employee’s driver’s license should be kept in the employee’s permanent records. This form does not have to be sent to the Department of Justice, but must be kept in the company’s employee records.

EMPLOYEE RECORDS

Once you have hired employees, you must establish a set of records to keep for each employee. Table 5-7 lists the information that must be kept for each employee and
the records that must be kept for employees as a group. Unemployment insurance rules require that employment records for each employee be kept for five years.

It is imperative to maintain proper records. Any question from an employee, a Montana agency, or a Federal agency can be answered if the forms are filed appropriately and copies of the forms and any response received or correspondence from agencies kept in properly maintained files.

**QUARTERLY REPORTS**

The company is responsible for filing quarterly reports on all employee tax payments and employee tax withholding. In addition to filing these reports, the amount of money owed by the company and the amount withheld from the employees’ paychecks must be deposited with the IRS and the State.

Federal Reporting:

IRS Form 941 Employer’s Quarterly Federal Tax Return contains information about the number of employees, total wages paid, total employee income tax, FICA, and Medicare payments withheld, and total employer FICA and Medicare tax owed. These reports must be filed for each quarter of the calendar year and are due according to Table 5-8.

Taxes are paid using IRS Form 8109, Federal Tax Deposit Coupon. This Form is also used to make estimated income tax deposits for a C corporation (see Chapter 6.
<table>
<thead>
<tr>
<th>TABLE 5-7</th>
<th>Required Employment Records</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Information for Each Employee:</td>
<td></td>
</tr>
<tr>
<td>1. Name</td>
<td></td>
</tr>
<tr>
<td>2. Social Security Number</td>
<td></td>
</tr>
<tr>
<td>3. Home address</td>
<td></td>
</tr>
<tr>
<td>4. Date of birth</td>
<td></td>
</tr>
<tr>
<td>5. Sex</td>
<td></td>
</tr>
<tr>
<td>6. Occupation</td>
<td></td>
</tr>
<tr>
<td>7. Hire date</td>
<td></td>
</tr>
<tr>
<td>8. Date and cause of termination</td>
<td></td>
</tr>
<tr>
<td>9. Method of payment - hourly/salary/piece/commission</td>
<td></td>
</tr>
<tr>
<td>10. W-4 form</td>
<td></td>
</tr>
<tr>
<td>11. I-9 form and photo copy of driver’s license</td>
<td></td>
</tr>
<tr>
<td>12. Proper documents if non-U.S. citizen</td>
<td></td>
</tr>
</tbody>
</table>

Payroll Information for Each Employee: |
1. Time of day and day of week worker’s work week begins |
2. Regular hourly rate of pay and length of pay period |
3. Hours worked each day and total hours worked each week |
4. Total daily or weekly straight-time earnings |
5. Total weekly overtime compensation |
6. Total additions to and deductions from earnings |
7. Total wages paid each pay period |
8. Date of payment and pay period covered by payment |
9. W-2 forms |

General Group Information: |
1. UI-1 State Unemployment Employer Registration form |
2. SF-MIS LF 100A Workers’ Compensation Insurance Application |
3. ER-1 Montana Department of Revenue - Withholding Tax/Workers Compensation Payroll Tax Registration |
4. Copies of all quarterly IRS 941 reports |
5. Copies of all quarterly Montana MW-5 reports |
6. Copies of all annual IRS 940 FUTA reports |
7. Copies of all annual Montana MW-10 reports |

for corporation estimated income tax payments.) This form will be sent to you when
you obtain your Federal Employer Identification Number (described in Chapter 1) or at the beginning of each year for existing businesses. The coupon and the payment should be sent either directly to the IRS or to a Federal Reserve Bank (FRB.) The bank you have your checking account with may be a FRB. If so, you can submit your payment to them. Your bank representative can help you with the process.

<table>
<thead>
<tr>
<th>TABLE 5-8</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quarterly Tax Report Schedule</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Ending</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan-Feb-Mar</td>
<td>March 31</td>
<td>April 30</td>
</tr>
<tr>
<td>Apr-May-Jun</td>
<td>June 30</td>
<td>July 31</td>
</tr>
<tr>
<td>Jul-Aug-Sep</td>
<td>September 30</td>
<td>October 31</td>
</tr>
<tr>
<td>Oct-Nov-Dec</td>
<td>December 31</td>
<td>January 31</td>
</tr>
</tbody>
</table>

Source: Employer's Tax Guide - IRS Publication 15

Montana State Reporting:

Quarterly reports must be submitted to the Montana Department of Revenue for withholding taxes, the Montana State Fund for worker's compensation insurance, and to the Montana Department of Labor and Industry for unemployment insurance tax.

The Department of Revenue form MW-5 Quarterly Report, which will be mailed to you when you register with Montana using form ER-1, must be filed on the same schedule as shown in Table 5-8. Your payment must be included with your filed report.

The Montana State Fund prepares and sends a quarterly employee report to each business registered with them. The report must be filled out by the employer and the

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payment calculated according to the instructions. The payment along with the completed report must then be returned to the State Fund.

The Montana Department of Labor and Industry requires form UI-5, Employer's Quarterly Wage Report, to be filed according to the schedule shown in Table 5-8. The report along with the payment must be returned to the Department of Labor and Industry. Instructions for completing form UI-5 are located on the back of the form.

ANNUAL REPORTS

Federal Reporting:

IRS form 940 or 940-EZ is used to report Federal unemployment tax. This form must be filed by January 31 for the prior year. The form and the payment due is mailed to the IRS. Federal unemployment tax is 6.2% of the first $7,000 of wages paid for each employee. Remember, a 5.4% credit can be taken if you paid Montana (or any other state) unemployment tax.

IRS form W-2 is used to report to all your employees the amount of their taxable wages and the amounts withheld from their paychecks for State and Federal income tax, FICA, Medicare, and other applicable amounts. These forms must be supplied to the employees by January 31, for the prior year. W-2 forms are available at office supply stores, accounting firms, computer form companies, and from the IRS. The W-2 forms are multiple copy forms and have copies for the employee, the Federal government, the State of Montana, and the employer.
IRS form W-3 is used to report the total amounts for all the employees’ W-2 forms to the Social Security Administration. The W-3 form is a "transmittal" form and must accompany "copy A" of all the W-2 forms that are to be sent to the Social Security Administration. Form W-3 must be sent to the IRS by the last day of February for the prior year.

If you have hired independent contractors and have paid them $600 or more during the calendar year, you must file an IRS Form 1099-MISC for each contractor. Also, if you sell products to a direct seller of consumer goods and have sold more than $5,000 of product to them during the year, you must prepare a Form 1099-MISC, with a copy for the contractor and a copy for the IRS. These forms are due by the last day of February for the preceding year. The 1099-MISC sent to the IRS must be accompanied by a Form 1096, which is a summary of all your 1099-MISC forms. You do not have to withhold any taxes or pay any taxes or insurance taxes for the independent contractors. They are responsible for these items themselves. The IRS is particularly concerned with independent contractor’s taxes and thus have instituted this reporting procedure.

Montana State Reporting:

The Department of Revenue requires an annual reporting of all wages and withholding amounts. Form MW-10 Annual Reconciliation is similar to IRS form W-3 and reports total amounts. The report is due by February 28 for the preceding year. Form MW-10 accompanies the Montana copy of the employees’ W-2 forms. Montana
also requests that an adding machine tape, or similar report showing a recap of the Montana State Tax from the W-2 forms along with your report. The MW-10, State copies of the W-2’s, and the recap report is sent to the Montana Department of Revenue.

The Montana State Fund does not require any annual reports for workman’s compensation insurance and the Montana Department of Labor and Industry does not require any annual reports for unemployment insurance.

SAMPLE FORMS

5-1 Form W-4 - Employee’s Withholding Allowance Certification
5-2 Form I-9 Employment Eligibility Verification Form
5-3 Form UI-1 - Montana Unemployment Insurance Employer Registration
5-4 RAUII - Montana Unemployment Insurance Establishment Activity and Location Statement
5-5 Form SF-LF100A - Worker’s Compensation Application
5-6 Form SF-LF220E - Corporate Officer Rejection Endorsement
5-7 Form SF-LF840A - Application for Independent Contractor Endorsement
5-8 Form ER-1 - Montana Department of Revenue - Withholding Tax registration
5-9 Form 941 - Employer’s Quarterly Federal Tax Return
5-10 Form 940 - Employer’s Annual Federal Unemployment (FUTA) Tax Return
5-11 Form W-2 - Wage and Tax Statement
5-12 Form W-3 - Transmittal of Income and Tax Statements
5-13 Form MW-5 - Employers Payroll/Withholding Tax Report
5-14 Form MW-10 Annual Reconciliation (Withholding Tax)
5-15 Form UI-5 - Montana unemployment annual payroll report
5-16 Form 1099-MISC - IRS independent contractor payment reporting
5-17 Form 1096 - IRS Annual Summary & Transmittal of US Information Returns

SAMPLE DOCUMENTS

5-1 Job Description - Bookkeeper/Accounting clerk
5-2 Employment Application Form
5-3 Employee contract
5-4 Interview questions
SOURCES OF INFORMATION

Montana Department of Revenue
1. "Quick Reference Guide Montana’s Wage/Hour Laws"
2. "Montana Withholding Tables"
4. "Montana Taxpayers’ Digest"
Income and Miscellaneous Tax Division
Third Floor, Sam W. Mitchell Building
Helena, MT 59620
Phone (406) 444-2837
(800) 332-6103

State Compensation Mutual Insurance Fund
1. "General Information Pamphlet"
2. "Employer’s Pamphlet"
3. "Application Instruction Pamphlet"
5 South Last Chance Gulch
Helena, MT 59601
Phone (406) 444-7711
(800) 332-6102
FAX (406) 444-5963

Montana Department of Labor and Industry - "Unemployment Insurance Employer Handbook"
Unemployment Insurance Division
Lockey & Roberts Streets
Helena, MT 59620
Phone (406) 444-3834

Internal Revenue Service
1. Publication 15 - Circular E - Employer’s Tax Guide
Federal Building
Helena, MT 59601
Phone (800) 829-1040
CHAPTER 6
TAXES

INTRODUCTION

This chapter provides information about business related tax requirements of the Federal, Montana, and local governments. It is not the purpose to give advice or instruction on how taxes are reported or calculated. Individual situations can vary so significantly that it is recommended that a tax consultant or a CPA be used to advise the business owner about their own situation. This chapter describes the types of taxes that the company is or may be subject to and the reporting requirements. Taxes associated with employees, however, were described in detail in Chapter 5. Those taxes will not be revisited in this chapter.

Companies and/or their owners are subject not only to income taxes, but to other possible taxes or fees. In some cases, such as partnerships and S corporations, taxes may not be assessed but reporting of income must still be made to the government. Income taxes are paid to the IRS and the State of Montana. Property taxes are assessed by both the State and local governments, but are paid only to the local government (with a few exceptions.)

Other taxes are paid in the form of excise taxes or license, permit, or other fees. Some of these fees are paid by the company to the collecting authority and others (such as some excise taxes and license fees) are collected from the customers by the business
and paid to the collecting authority on behalf of the customer. The collection and payment are the responsibility of the company (see Chapter 7 for information regarding surety bonds required for companies collecting taxes of fees from customers.) At the present time, Montana does not have a State Sales Tax so no bonding, collection, or reporting for sales taxes is required.

CHECKLIST

I. Income and Self-Employment Taxes
   A. Sole Proprietorship
      1. Federal - Individual 1040 and Schedules C and SE
      2. Montana - Form 2 Montana Individual Income Tax Return
      3. Quarterly estimated tax - IRS Form 1040-ES
   B. Partnership
      1. Federal
         a. 1065 US Partnership Return of Income
         b. Schedule K-1 (Form 1065)
         c. Individual 1040 and Schedules E and SE
      2. Montana - PR-1 Montana Partnership Return of Income
      3. Quarterly estimated tax - IRS Form 1040-ES
   C. Corporation
      1. C corporation
         a. Quarterly estimated payments - IRS Form 8109
         b. Annual tax return - IRS Form 1120
         c. Montana Form CLT-4
      2. S corporation
         a. Annual tax return - IRS form 1120S
         b. Individual 1040 with K-1
         c. Montana Form CLT-4
         d. Quarterly estimated tax - IRS Form 1040-ES

II. Property Taxes
III. Excise and Business Taxes and Fees
INCOME and SELF-EMPLOYMENT TAXES

Income taxes are paid on the profit generated by the business. The business form that you have chosen will determine the method that will be used to report your income and to pay your taxes, if any are due. Even if taxes are not due because you did not make a profit, the proper tax reports must be submitted to the IRS and to the State of Montana.

Profit is determined by subtracting all business related costs and/or expenses from the total income received from the sale of your business's products and/or services. Income can take the form of money received from the sale of your product or service, interest the company earns on deposits, fees for services, rents, dividends, and "barter" items. Barter items are those things received from another source in exchange for services or products that you or your business provides. The IRS considers the fair market value or the product or service to be the income.

Generally speaking, any costs that you incur that are directly related to the operation of your business qualify as expenses. Wages paid, the amount paid for products you are reselling, rent, telephone, heat, supplies, accounting fees, use of an automobile, travel, uncollectible debts, and equipment depreciation are all allowable expenses. Any costs related to your personal needs are not considered to be expenses.

The "Tax Guide for Small Business" published by the IRS is an excellent guide for the small business. It explains what constitutes income and expense, what records and information is needed, what business assets are, how to figure profit, how to sell
business assets, the requirements of each type of business structure, and even provides examples of competed tax forms. This guide is a must for the new small business. A checklist for Federal Taxes is provided in Table 6-1. The other important source of assistance is a Certified Public Accountant (CPA).

It is vitally important that the small business keeps accurate records in order to be able to calculate taxes. There are numerous microcomputer software packages ranging in prices from $50 to $300 that do an amazingly good job for many small companies. Additionally, there are personal financial software packages that can satisfy basic requirements. If the business doesn’t have a personal computer, a manual bookkeeping system can be used to record all income and expenses. At the minimum, each business should contact its local bank and open a business checking account that should be used for all expenses and income. The checking account transactions will provide most of the information an accountant will need to prepare the income taxes.

With properly maintained company financial records that are kept up to date, the process of filing and paying taxes will be greatly simplified.

Sole Proprietorships:

The sole proprietor is responsible for income taxes on the profit generated by the business and is also responsible for self employment taxes.
### TABLE 6-1
Federal Tax Checklist

<table>
<thead>
<tr>
<th>You may be liable for:</th>
<th>Business Form:</th>
<th>Form:</th>
<th>Due Date:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income Tax</td>
<td>Sole Proprietor</td>
<td>Schedule C (1040)</td>
<td>April 15</td>
</tr>
<tr>
<td></td>
<td>Individual - partner</td>
<td>1040</td>
<td>April 15</td>
</tr>
<tr>
<td></td>
<td>or S corporation owner</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>C Corporation</td>
<td>1120 or 1120-A</td>
<td>March 15</td>
</tr>
<tr>
<td></td>
<td>$ Corporation</td>
<td>1120-S</td>
<td>March 15</td>
</tr>
<tr>
<td>Self-Employment Tax</td>
<td>Sole Proprietor or Partner</td>
<td>Schedule SE (1040)</td>
<td>April 15</td>
</tr>
<tr>
<td>Estimated Tax</td>
<td>Sole Proprietor, Partner, or S Corporation owner</td>
<td>1040-ES</td>
<td>15th of April, June, Sept, &amp; January same as 1040-ES</td>
</tr>
<tr>
<td>Annual Income Return</td>
<td>Partnership</td>
<td>1065</td>
<td>April 15</td>
</tr>
<tr>
<td>Excise Taxes</td>
<td>All forms</td>
<td>Various</td>
<td>Varies</td>
</tr>
</tbody>
</table>

Source: Tax Guide for Small Business - IRS Publication 334

Income Tax:

The owner of a sole proprietorship will report taxes on his/her personal income tax return. All appropriate business income and expense activity is reported on Schedule C of the owner’s IRS Form 1040 Annual Tax Return. There are no separate Federal or Montana tax reporting requirements on the business. The Form 1040 return is due on April 15 for the prior year. Montana requires this report to be included with its individual income tax return also.

Although the tax payment isn’t due until April 15, the owner should be aware of some additional and significant considerations. The IRS requires that individuals pay 90% of their tax liability or an amount equal to their prior year’s total taxes by January 15 of the following year. Failure to pay results in penalties and interest. Also, if the business is quite profitable and a significant amount of tax is due, having the entire
amount due at one time often places the owner in a very poor cash flow situation, and may require him/her to seek a loan to pay the taxes. The owner should file estimated tax returns on a quarterly basis and pay estimated taxes due. This spreads the taxes owed over four payments and the cash flow problem is therefore reduced significantly. Estimated tax returns can be filed using IRS Form 1040-ES.

Self-Employment Tax:

As the owner of a sole proprietorship, you will most likely be responsible for self-employment taxes for social security and Medicare. The 1992 self employment rate for social security is 12.4% of the first $53,400. For Medicare taxes, the rate is 2.9% of the first $125,000. Self-employment taxes are reported on Schedule SE of the owner’s IRS Form 1040 Annual Tax Return.

Partnerships:

The owners of a partnership are responsible for income taxes on the profit generated by the business and also are responsible for self employment taxes. Additionally, the partnership must file a Federal tax return, although the partnership pays no income tax.

Income Tax:

Partnerships are very similar to sole proprietorships except that the partnership must file an "information" annual return of income using IRS Form 1065 - U.S. Partnership Return of Income, and Montana Form PR-1 - Montana Partnership Return.
of Income. Along with forms 1065 and PR-1, a Schedule K-1 will list each partner’s share of the income. The shares are determined by the partnership agreement.

The partners are responsible for reporting their income on their individual IRS Form 1040 and Montana Form 2, similar to the sole proprietor. The K-1 form must be included with the IRS Form 1040. Estimated tax considerations are the same as those for sole proprietors.

Self-Employment Tax:

As a partner in a business, you will most likely be responsible for self-employment taxes for social security and Medicare. The 1992 rate for social security is 12.4% of the first $53,400 and for Medicare is 2.9% of the first $125,000. Self-employment taxes are reported on Schedule SE of the partner’s IRS Form 1040 Annual Tax Return.

Corporation:

The corporation will be responsible for paying taxes if it is a C corporation. An S corporation is treated like a partnership with the income (or losses) allocated to the shareholders who are responsible for paying taxes on their individual tax returns. Corporation owners are not subject to self-employment taxes. Tax returns must be filed even if the corporation did not make a profit for the year.

C Corporation:

The C corporation uses IRS Form 1120 to report its income and any tax due.
Certain small corporations can use the simplified Form 1120-A. Filing is due on the 15th day of the 3rd month after the end of the corporation's tax year (normally March 15.) If the corporation expects to make over $500 in profits for the year, it must make an estimated tax payment each quarter. Estimated payments are made with IRS form 8109 (the same form used to report employee withholding as discussed in Chapter 5) and must be made on the 15th day of the 4th, 6th, 9th, and 12th months of the corporation's tax year. Form 1120-W can be used to determine the amount of tax to be paid, but the form should be kept by the corporation - not sent in with the payment. Tax rates for C corporations are shown in Table 6-2.

Montana requires that the corporation file an annual income tax return using the Montana Corporation License Tax Return Form CLT-4. The return should be accompanied by the corporation's Federal return 1120. Montana's 1991 corporate tax rate is a flat 6.75%.

S Corporation:

The S corporation is taxed just like a partnership. The corporation must file an annual tax return using IRS Form 1120S. The return must be sent to the IRS, but no tax payment is required. IRS Form K-1 (Form 1120S) Shareholder's Share of Income, Credits, Deductions, Etc. is used to report each shareholder's share of the corporation's income (or loss.) The K-1 forms are then included with the individual's annual 1040 Income Tax Return.

The considerations for the individual shareholder's tax liability are the same as
for partnerships. If there is income to be reported, the individual shareholders may need to file quarterly estimated taxes using IRS Form 1040-ES.

<table>
<thead>
<tr>
<th>TABLE 6-2</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Corporate Tax Rates</strong></td>
</tr>
<tr>
<td><strong>Taxable Income</strong></td>
</tr>
<tr>
<td>Not over $50,000</td>
</tr>
<tr>
<td>Over $50,000 but not over $75,000</td>
</tr>
<tr>
<td>Over $75,000</td>
</tr>
<tr>
<td>Over $100,000</td>
</tr>
<tr>
<td>At Least $335,000</td>
</tr>
</tbody>
</table>

Source: Tax Guide for Small Business - IRS Publication 334

Although the S corporation is treated like a partnership for tax purposes, the individual shareholders are not responsible for self-employment taxes. Your CPA should be consulted regarding retirement plans that may substitute for or augment social security.

Montana requires that the S corporation, the same as a C corporation, file an annual income tax return using Montana Corporation License Tax Return Form CLT-4.

**PROPERTY TAXES**

Both real (real estate) and personal (equipment) property are subject to property (ad valorem) taxation. Most real and personal property is assessed locally. Property that is in more than one county, such as railways, telephone lines, power lines and pipelines, are centrally assessed by the Montana Department of Revenue.
Tax rates vary slightly depending on the type of property. The rate is calculated using a "mill rate" that is an aggregate of State and local mill levies determined annually for the purpose of funding city and county governments, schools, and the university system. The mill rate is expressed in one thousandth of a percent (ie. a mill rate of 350 results in a tax percentage of 3.5%). The tax liability for each item of property is calculated as follows:

\[
\text{Market Value} \times \text{Classification Rate} = \text{Taxable Value}
\]

\[
\text{Taxable Value} \times \text{Mill Levy} = \text{Tax Liability}
\]

The classification rates vary depending on the type of property being taxed. The 1991 Montana Legislature grouped most commercial property into a single classification with a rate of 9%. The only exception is lease or rental property valued at less than $5,000. Table 6-3 lists property classifications and their corresponding rates. For example, the tax for a new $5,000 computer system in a city/county with a mill levy rate of 425 mills would be \((5000 \times 9\% \times .0425) = 19.12\).

The local assessor's office will send Form PPB-2 "Business Property Reporting Form" to businesses sometime in January or February. The form must be filled out with all the commercial property owned by the business on January 1 of the current year, and returned to the assessor's office within 30 days of receipt of the form. The assessor's office will apply depreciation schedules appropriate for the equipment type, calculate the tax liability, and send an assessment notice to the business. The assessed taxes must be
paid within 30 days of the receipt to the assessment notice. Assessment notices are usually sent out by May of each year. Your local treasurer’s office will have classification and mill levy rates that apply in your location.

**TABLE 6-3**

<table>
<thead>
<tr>
<th>Property Tax Classifications</th>
<th>Class</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supplies</td>
<td>Class 8</td>
<td>9%</td>
</tr>
<tr>
<td>Commercial Furniture and Fixtures</td>
<td>Class 8</td>
<td>9%</td>
</tr>
<tr>
<td>Hand Held Shop Equipment &amp; Tools</td>
<td>Class 8</td>
<td>9%</td>
</tr>
<tr>
<td>Non-Hand Held Shop Equip &amp; Tools</td>
<td>Class 8</td>
<td>9%</td>
</tr>
<tr>
<td>Warehouse Equipment/ Heavy Equip.</td>
<td>Class 8</td>
<td>9%</td>
</tr>
<tr>
<td>Manufacturing Machinery &amp; Tools</td>
<td>Class 8</td>
<td>9%</td>
</tr>
<tr>
<td>Mining Machinery &amp; Tools</td>
<td>Class 8</td>
<td>9%</td>
</tr>
<tr>
<td>Cable Television Systems</td>
<td>Class 8</td>
<td>9%</td>
</tr>
<tr>
<td>Theater Projectors &amp; Sound Equip.</td>
<td>Class 8</td>
<td>9%</td>
</tr>
<tr>
<td>Radio-TV Broadcasting Equipment</td>
<td>Class 8</td>
<td>9%</td>
</tr>
<tr>
<td>Lease &amp; Rental Property &lt; $5000</td>
<td>Class 6</td>
<td>4%</td>
</tr>
<tr>
<td>Lease &amp; Rental Property &gt; $5000</td>
<td>Class 8</td>
<td>9%</td>
</tr>
</tbody>
</table>

**EXCISE AND BUSINESS TAXES AND FEES:**

Both the Federal and Montana government collects excise and other business taxes for certain products and activities. These taxes have been levied as a result of Federal or State legislative actions. Table 6-4 shows items that are subject to Federal excise taxes.

Table 6-5 shows items that are subject to Montana Taxes. Licenses, which are also required by some Federal and Montana agencies, are not included in these lists and are discussed in Chapter 3.
### TABLE 6-4

**Federal Excise Taxes**

Environmental Taxes:
- Domestic crude oil
- Imported crude oil
- Manufacturers or importers of:
  - Ozone-depleting chemicals
  - Certain other chemicals

Air Transportation:
- Persons
- Property
- Facilities

Communications:
- Telephone services

Fuel:
- Gasoline
- Diesel fuel
- Alcohol and alcohol mixtures
- Aviation fuel
- Manufacturer’s
  - Sport fishing equipment
  - Electric outboard motors & sonar
  - Bows and arrows
  - Highway tires
  - certain vaccines
  - Gas guzzler cars
  - Coal
  - Heavy trucks, trailers, and tractors
  - Foreign insurance policies
  - Ship passenger
  - Highway use on trucks, tractors, and buses
  - Luxury items
  - Wagering
  - Firearms, alcohol, and tobacco

Source: Tax Guide for Small Business - IRS Publication 334

In addition to taxes that the State of Montana requires, some tax incentives are provided to stimulate the implementation of certain programs, development of some types...
of industries, and extractions of some natural resources. Table 6-6 lists the business tax incentives currently available in Montana.

| TABLE 6-5 |
| Montana Business Taxes |

| Aviation Fuel | Micaceous Mineral Mines |
| Beer | Net and Gross Proceeds |
| Boiler and Steam Generators | (mineral extraction) |
| Cement & Gypsum Producers | Nursing Facilities Bed Tax |
| Cigarette | Oil or Natural Gas Severance |
| Coal Severance | Pari-mutuel Racing |
| Consumer Counsel (PSC) | Passenger Tramway |
| Contractor's Gross Receipts | Public Service Commission |
| Corporation License | (non-transportation) |
| Corporation License Tax | Resource Indemnity and |
| Diesel Fuel | Groundwater Assessment |
| Electrical Energy Producers | Rural Electric & Telephone |
| Freight Line Companies | Co-operatives |
| Gambling Taxes | Statewide Emergency Telephone |
| Gasoline Distributors | System Fee |
| Insurance Premium | Telephone License Tax |
| Liquified Petroleum Gas | Tobacco Products |
| Liquor Excise | Wine Tax |
| Liquor License | |
| Metal Mines License Tax | |

### TABLE 6-6

**Montana Business Tax Incentives**

- Rural Physician Tax Credit
- Reduced rate for "New Industry"
- Abatements for Expanding "value-added" machinery and equipment
- Abatements for remodeling/reconstruction
- Reduced rate for machinery and equipment used in canola seed oil processing facilities
- Exemptions for certain personal property including:
  - oil and gas well "down-hole" equipment
  - certain property used in film production
  - all harness, saddlery and other tack equipment
  - title insurer or agent offices
  - some hand-held tools
- Exemption for local government business incubators
- Exemptions for local government or local development corporation industrial parks
- Abatements for new or expanding industries
- Reduced assessments for non-producing agricultural and timber processing plants
- Reduced rate for research and development firms, pollution control equipment, gasohol producing property, and electrolytic reduction equipment
- Freeport merchandise and business inventories
- Oil and gas net proceeds exemption for certain wells
- Reduced severance tax rate for oil and natural gas stripper well production
- Oil severance tax rate reduction for tertiary oil production
- Fuel alcohol (gasohol) subsidy


The "Montana Taxpayers' Digest", published by the Montana Department of Revenue, is a concise and comprehensive book that briefly describes Montana taxes and license, permit, and related fees. There are numerous other fees that apply to certain businesses and activities. The new business owner should obtain a copy of this guide for information regarding all applicable State fees. This digest does not, however, describe
any local taxes and fees. Business owners must contact their local planning department (as described in Chapter 2) to determine any applicable local licenses and/or fees.

SOURCES OF INFORMATION

SBA/Department of Commerce "Start-a-Business Center" checklist -
1. IRS Request Form for tax packet for Sole Proprietor, Partnerships, and Corporations
1424 Ninth Avenue
Helena, MT 59620
Small Business Development Center
Phone (406) 444-4109
(800) 221-8015
FAX (406) 444-2808

Internal Revenue Service
1. Publication 334 - Tax Guide for Small Business
2. Publication 509 - Tax Calendars
3. Publication 583 - Taxpayers Starting a Business
4. Publication 910 - Guide to Free Tax Services
5. Publication 937 - Business Reporting
Federal Building
Helena, MT 59601
Phone (800) 829-1040

Montana Department of Revenue
1. "Montana Taxpayer's Digest"
Income and Miscellaneous Tax Division
Third Floor, Sam W. Mitchell Building
Helena, MT 59620
Phone (406) 444-2837
(800) 332-6103

Local County Assessor's Office
Certified Public Accountant
CHAPTER 7
BUSINESS INSURANCE

INTRODUCTION

Insurance is designed to help cover losses in the case of unexpected and unplanned for circumstances. Businesses, just like individuals, are exposed to all kinds of risks. Awareness of the types of risks that your company is exposed to can help you control and plan for them.

Insurance can cover property, liability, job performance, company management, and company ownership. However, insurance is no substitute for risk management. Every effort to economically eliminate or reduce risk should be taken by the company management. Awareness of risk and awareness of how insurance can protect your company from disastrous loss or how it can allow you to expand your business is an important aspect of business management. It is as important in a new business as it is in an established business.

With all insurance, it is very important to be aware of what is not covered by the policy as well as those things that are covered. All policies have exclusions that list things that are not covered.

Establishing a good working relationship with an insurance agent can be every bit as useful as establishing a relationship with your banker. Both of these individuals can help protect your company, expand your business, and protect your heirs.
CHECKLIST

I. Assess your exposure to risk
II. Purchase business insurance
   A. Property insurance
   B. Liability insurance
   C. Workman’s compensation insurance
      1. Coverage for independent contractors
III. Bonding
   A. Fidelity bonds
   B. Surety bonds
IV. Business personnel protection
   A. Key-Man insurance
   B. Buy-Sell agreements

ASSESS YOUR EXPOSURE TO RISK

The first thing you must do is evaluate your exposure to risk - the chance that an event will occur that will cause loss of money to your business. For example, do you have a building that could be destroyed by fire, or can your product cause harm if used improperly? You must also assess what that risk might mean in actual lost dollars and lost income, and what your company can do to eliminate or minimize its potential loss. A seven step process will help you with this evaluation.

1 Identify your risks - What events can happen that can cause your business, you, or your employees a financial loss or a potential loss of income? You must consider your chosen business structure and how you personally can be affected. If your business is a sole proprietorship or a partnership, you are personally exposed to losses suffered by your company. If your company is a corporation, you are not personally liable for company losses - however, the corporate
structure doesn’t always prevent both the company and its owners, board of
directors, or officers from being personally sued.

2 Measure the risks - What is the monetary loss that can be suffered by each event
and what is the likelihood of the event actually occurring? The loss can take the
form of additional expenditures for replacement of lost items or information,
payment of legal settlements and fees, and interruption of business operations.

3 Control the risks - What can you do to avoid, eliminate, or minimize the risks?
Such things as fire extinguisher, employee training, proper handling of hazardous
materials, and maintaining a safe work place can help control risk.

4 Retain some risk - Is the likelihood of suffering a loss worth the cost of
controlling the risk? It may be that, through experience, you decide that the
possibility of an event happening (your office window breaking) is so low that if
it does happen, you will pay for the loss out of cash (or take out a loan.)

5 Transfer the risk - Can you move the risk to someone else? Contracting with
someone else to perform a job may transfer the risk to the contractor.

6 Self insure - Can you accurately predict the losses and set aside money to cover
the expected losses? This takes experience and careful thought to determine and
measure the risk and to translate that into dollars that you can budget and set
aside to use when the losses occur. This process requires the discipline to set a
budget and to stick with it.

7 Purchase insurance - As a last step after all the above steps have been addressed,
you can purchase insurance from a licensed business insurance agency to cover
your company's potential monetary losses. It is a good idea to compare insurers’
coverages and rates.

PURCHASE BUSINESS INSURANCE

The insurance described below can be purchased separately or can be packaged
into a "Business Owners’ Policy." These packages are offered by most business
insurance companies. They can be easily tailored to individual businesses by the
insurance agent. These policies will not normally include worker’s compensation
insurance or surety bonding. The best source of assistance is a competent business
insurance agent. Be sure to shop around for an agent that gives good service and has
competitive prices. Asking for references and for price quotes for comparison purposes
is a normal business practice.

Property Insurance

Property insurance covers real property (buildings) and personal property
(equipment, furniture, tenants improvements, and inventory) on the business premise.
It usually has limited coverage for any employees’ personal property that may be at the
business. If any of the covered items, such as equipment, leave the premises (as when
a building contractor takes his saws to a job,) a policy addition called a "floater" is
usually needed. Coverage protects the business in case of a disaster such as fire or theft.
Items normally covered under property insurance and appropriate policy riders include:

- equipment
- furniture
- any improvements to the premises (such as new carpeting)
- inventory
- computers and media

Items normally not covered under standard policies but which can be included in extended coverage or separate policies are:

- information stored on a computer
- money and securities
- automobiles, boats, planes
- valuable papers

In the case of valuable papers and computer information, the insurance will cover the cost of re-creating the lost information and papers.

Another important type of insurance is called "business interruption insurance." If you have a fire, for example, and it will take some time to rebuild, you have three choices: you can quit and close the business, you can relocate to a temporary location until you rebuild or permanently relocate, or you can suspend doing business until you have rebuilt or permanently relocated. You will be faced with additional expenses for temporary quarters and loss of income if you suspend doing business. You can purchase insurance coverage to compensate you for the additional expense and the loss of income.

Accounts receivable insurance will pay a portion of your outstanding accounts receivable should your records be destroyed and you can’t provide proof of purchase to your customer to demand payment. Records are necessary to determine a realistic level of receivables for your company.
Liability Insurance

Liability insurance covers the business and its employees against claims of bodily injury, property damage, and personal injury (slander, libel, false arrest, etc) caused by the business owners' negligence. It is usually based on the premise of the business, but can be extended outside the premise. It excludes coverage of automobiles, boats, and planes. It does not cover intentional damage or injury.

Since liability coverage is based on establishing owners' negligence, many businesses purchase "no fault" medical coverage that will pay for an injury without demanding proof of negligence. This may be important if the company wants to avoid expense and bad will on the part of the injured person while trying to prove negligence so the normal liability insurance will pay for the loss.

Liability insurance also covers against damages from faulty products (the handle on a bag breaks and injures a customer's foot) and from completed operations (a car repair is completed and later the car fails and causes injury to the driver.)

Separate "professional liability" coverage can be purchased by professional persons. These persons offer services based on their professional advice - such as doctors, lawyers, investment counselors, accountants, and consultants. Mal-practice and "errors and omissions" are covered by professional liability.

Automobile liability insurance is needed if you or your employees are driving a company car. If an employee is driving his own car, "non-owned" auto liability may be needed to cover the company if an accident occurs during business use - the victim may
sue the driver and the company.

**Workman’s Compensation Insurance**

Other liability coverage that is required includes workman’s compensation insurance, discussed in Chapter 5. The minimum limits of coverage are mandated by the State of Montana. Insurance purchased from the State Fund meets these mandates. However, the company does have the option of purchasing workman’s compensation from private insurers. In most cases, private insurance is much more expensive than the State Fund. There are some cases where coverage for certain types of jobs may be less expensive. One other reason for purchasing from a private insurer is when the company wishes to obtain more extensive coverage than is available from the State Fund. This coverage, called "stop gap," covers the gap between mandated coverage and the desired level of employer’s liability.

**Independent contractors**

A very important consideration is workman’s compensation coverage for independent contractors. Montana requires workman’s compensation for every worker unless they are exempted by the state. Exemptions for sole proprietors, partners, and corporate officers were discussed in Chapter 5. However, if an independent contractor working for you is injured and he has no exemption or insurance, Montana may hold
your company liable. To insure your company against claims involving independent contractors, you should demand proof of insurance or proof of exemption (State Fund forms LF805 or LF840A described in Chapter 5) from the contractor. If the proof can’t be supplied, you can either hire another contractor or cover them under your company’s policy. If you cover them under your policy, contact your insurer and have them added to your coverage.

BONDS

Bonds are money set aside to guarantee the performance of a job. In order to receive a contract to do a job, a company may be required to post a bond. The company can either put cash equal to the required bond amount in a fund or they can purchase a bond from an insurance company. The price that an insurance company will charge will vary with the type of bond needed.

Insurance companies will only sell the company a bond if the company has the financial resources to pay the insurance company back the entire amount of the bond if the job is not performed. This means that a company must have significant financial resources in order to purchase a bond. Insurance companies normally require that the company purchasing the bond have financial statements that have been reviewed by a CPA.

A new company usually doesn’t have the resources to purchase a bond. The Small Business Administration has a program to insure bonds for small companies. This
program is similar to the SBA guaranteed loan program. By having the SBA guarantee the bond, new companies can obtain bonds and can bid for jobs that require large bonds. The SBA or your insurance agent can provide information of the SBA Surety Bond Guarantee program.

There are two types of bonds that may be needed by a business, fidelity bonds and surety bonds.

**Fidelity bonds**

Fidelity bonds cover losses from employee theft from your company or employee theft from your customers. Proof of theft must be supplied before the insurance will pay the loss. Many purchasers of services, such as janitorial services may require the service provider to provide fidelity bonds for their employees. Cost for fewer than 6 employees is about $75 per year for a $10,000 bond. Companies with more employees will pay about $5 for each additional employee.

**Surety bonds**

Surety bonds are required by customers to assure the satisfactory completion of a job. Should the job contractor fail to complete the job, the bond will pay another contractor to complete the work. The Bond provides a fixed amount of money that will be available in such a circumstance.
License bonds are a form of surety bonds and are required whenever a company collects and holds government tax revenues. Examples are gasoline dealers who collect state and federal excise tax from the person who fills up their automobiles gas tank, and sporting goods stores that sell Montana hunting and fishing licenses. Montana requires a license bond for these businesses. The cost of license bonds normally won’t exceed $100. They are usually written for a fixed period of time, such as three years. The State agency that administers the business licenses (described in Chapter 3) will have information on any required license bonds.

Performance bonds are required for the duration of a specific job and will be described in the specifications for the job. Building contractors are usually faced with providing performance bonds for building projects. Performance bonds will cost between $20 and $25 per thousand dollars of bond requirement (for example, a $100,000 bond will cost between $2,000 and $2,500.)

A company’s ability to purchase bonds will be limited by their amount of current assets less their current liabilities. Bonding capacity is usually ten times that amount. For example, the following company’s current financial situation is:

<table>
<thead>
<tr>
<th>Current Assets:</th>
<th>Current Liabilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>Accounts payable</td>
</tr>
<tr>
<td>5,000</td>
<td>12,000</td>
</tr>
<tr>
<td>Accounts Receivable</td>
<td>Short term loan</td>
</tr>
<tr>
<td>35,000</td>
<td>4,000</td>
</tr>
<tr>
<td>Inventory</td>
<td></td>
</tr>
<tr>
<td>7,500</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>Total</td>
</tr>
<tr>
<td>47,500</td>
<td>16,000</td>
</tr>
</tbody>
</table>
Their bonding capacity would be $315,000 (47,500-16,000 = 31,500 X 10). New businesses will need to use the SBA Surety Bond Guarantee program until their financial condition allows for sufficient bonding capacity.

**BUSINESS PERSONNEL INSURANCE**

**Key-man insurance**

Most small businesses are dependent on key individuals in their management and ownership structure. If one of those key people should become disabled or die, the business would be in serious trouble. Key-man insurance is a life and/or disability insurance policy on those important to the continuation of the business. A policy owned by the company and naming the company as the designated beneficiary, will provide funds to replace that individual or to find alternative management options. One of those options is to sell the business, and the insurance payoff will increase the value of the business. Most small businesses have some kind of key-man coverage.

**Buy-sell agreements**

Most buy-sell agreements between business owners (as described in Chapter 1) will make use of life insurance to finance the purchase of the deceased owners share of the business. Policies are written on each owner with the non-insured owner(s) designated as the beneficiary and policy owner. Each owner will have a policy on each
of the other owners. In this way, if any of the owners die, the life policy will pay for the buy-out of his ownership share by the surviving owners. In the case of a corporation, the corporation may own the policy and be the beneficiary, thus allowing the corporation to buy the deceased owner's shares of stock.

**SOURCES OF INFORMATION**

Montana State Auditor's Office  
Montana Insurance Commissioner  
Room 270, Sam W. Mitchell Building  
Helena, MT 59620  
Phone (406) 444-2040  
(800) 332-6148

Montana Department of Commerce - "Business Licensing Handbook"  
1424 Ninth Avenue  
Helena, MT 59620  
Business Licensing Center  
Phone (406) 444-4109  
(800) 221-8015  
FAX (406) 444-2808

Small Business Administration - Surety Bond Guarantee program  
Federal Building  
Helena, MT 59601  
Phone (406) 449-5381

Insurance agents  
Attorneys experienced in your type of business  
Accountants experienced in your type of business
APPENDIX A

SAMPLE FORMS
1-1 ABN23 Application for Assumed Business Name

Prepare, execute and submit one original and one copy with a fee of $15.00

TO: MIKE COONEY
Secretary of State
State Capitol
Helena, MT 59620

STATE OF MONTANA
APPLICATION FOR REGISTRATION
OF ASSUMED BUSINESS NAME

For the purpose of registering an Assumed Business Name in the State of Montana for a period of five years, according to 30-13-201, MCA, the undersigned submits the following statements of fact to the Secretary of State:

1. The Assumed Business Name to be registered:

   MONTANA SUNDAY CLAY, INC.

2. The description of the business to be transacted under the Assumed Business Name: Mfg. & Sales of Leather Goods

3. The date of first use, in commerce, of the Assumed Business Name (Note: The name must be used in Montana before it can be registered): June 1, 1992

4. The name of the Montana county or counties in which business is presently being transacted: Silver Bow

5. The name of the applicant: Tim Leader

   The address of the applicant (including street and number):

   Townsend, MT

6. The applicant is (check one and complete where appropriate):
   ☐ An Individual
   ☐ A Partnership, and the names and addresses of the partners are:

   1. 

   2. 

   3. 

   4. 

   ☐ A Corporation organized and existing under the laws of the State of Montana
   ☐ An Association (Attach list of names and addresses of members)

   Date of Application: June 2, 1992

(Check appropriate affidavit on reverse side and submit one original and one copy.)
COMPLETE THE ONE AFFIDAVIT THAT IS APPROPRIATE.

• Affidavit if applicant is a corporation, partnership, or association.

______________________________, being first duly sworn

I, ____________________________________, President

(Title or Officer, if applicable)

being first duly sworn

depose and say that I am ___________________________, of

__________________________.

(Company Name or Association)

the applicant

herein, and make this affidavit in its behalf; that I have read the foregoing application; that the facts set out therein are true; and the execution of this document constitutes an affirmation, under the penalty of false swearing.

__________________________

(Signature)

PLEAS NOTE: The name to be registered can't include the words "corporation", "company", "incorporated", or "limited" or an abbreviation of one of these except when the applicant is a corporation.

• Affidavit if applicant is an individual.

______________________________, being first duly sworn

I, ____________________________________, being first duly sworn

I, ____________________________________, President

(Title or Officer, if applicable)

being first duly sworn

depose and say that I am the applicant herein (doing business as ___________________________), that I have read the foregoing application; that the facts set out therein are true; and the execution of this document constitutes an affirmation, under the penalty of false swearing.

__________________________

(Signature)

PLEAS NOTE: The name to be registered can't include the words "corporation", "company", "incorporated", or "limited" or an abbreviation of one of these except when the applicant is a corporation.
STATE OF MONTANA
APPLICATION FOR RESERVATION
OF CORPORATE NAME

For the purpose of reserving a corporate name in the State of Montana for a period of 120 days, according to the provisions of 35-1-309 or 35-2-306, MCA, the undersigned submits the following statements of fact to the Secretary of State:

1. The corporate name to be reserved is ____________________________

   Montana Stitchery, Inc.

   For a profit corporation, the name must contain the word "corporation", "company", "incorporated", "limited", or an abbreviation of such.

2. The name of the applicant is ____________________________

   Tom Leader

   and the address of the applicant’s business office is ____________________________

   13 W Pine

   Great Falls, MT 59401

3. A brief description of the business or affairs in which the corporation intends to engage is ____________________________

   Manufacturing nylon and leather bags

4. The applicant is (indicate which)

   [ ] A person intending to organize a domestic corporation.
   [ ] A domestic corporation intending to change its name.
   [ ] A foreign corporation intending to make application for a certificate of authority to transact business or conduct affairs in Montana.
   [ ] A foreign corporation authorized to transact business in Montana and intending to change its name.
   [ ] A person intending to organize a foreign corporation and intending to have such corporation make application for a certificate of authority to transact business in Montana.

   Dated ____________________________

   ____________________________ (Signature of applicant)

   ____________________________ (Signature of officer or chairman of board)

   ____________________________ (Printed name of individual signing)

Send an additional $3 if a formal certificate is desired.
1-3 FC4 Application for Certificate of Authority of Foreign Corporation

TO: MIKE COONEY
Secretary of State
State Capitol
Helena, MT 59620

STATE OF MONTANA
APPLICATION FOR CERTIFICATE
OF AUTHORITY OF FOREIGN CORPORATION

FEES:
Filing Application for Certificate of Authority
Profit Corporation .................................................. $120
Nonprofit Corporation ........................................ $ 20

For the purpose of procuring a certificate of authority to transact business or conduct affairs in the State of Montana, according to 35-1-1023, MCA, (profit) or 35-2-822, MCA, (nonprofit), the undersigned submits the following statements of fact to the Secretary of State, and attaches a Certificate of Existence DULY CERTIFIED AND ISSUED UNDER A CURRENT DATE BY THE SECRETARY OF STATE of the State of its jurisdiction with the Great Seal affixed.

Part I. (To be completed by all corporations.)
1. The name of the corporation is ________________________________

and if its name is not available it adopts to be known in Montana as ________________________________

(The corporate name must contain the word "corporation", "company", "incorporated", "limited", or an abbreviation of such. Add the word the corporation elects to use in Montana. This applies only to profit corporations.)

2. It is incorporated under the laws of ________________________________

3. The date of its incorporation is ________________________________

and the period of its duration is ________________________________

4. The street address of its principal office in the state, territory, country or other jurisdiction under the laws of which it is incorporated is ________________________________

<table>
<thead>
<tr>
<th>Street number</th>
<th>Street</th>
<th>Zip code</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tr>
</tbody>
</table>

5. As required by Montana law, the address of its proposed registered office in Montana is (does not need to be the same as its place of business)

<table>
<thead>
<tr>
<th>Street number</th>
<th>Street</th>
<th>Zip code</th>
</tr>
</thead>
<tbody>
<tr>
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</tbody>
</table>

and the name of its proposed registered agent in Montana at

______________________________

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7. The purpose or purposes which it proposes to pursue in transacting business or conducting affairs in Montana are:

Part II. (To be completed only by nonprofit corporations.)
8. This nonprofit corporation

☐ has members
☐ has no members

9. This nonprofit corporation is a

☐ Public Benefit Corporation
☐ Mutual Benefit Corporation
☐ Religious Corporation

Part III. (To be completed by all corporations.)
10. It commenced or plans to commence transacting business in Montana on ___________________________, 19____.

Dated: ___________________________, 19____.

WARNING
"PENALTIES IMPOSED UPON OFFICERS AND DIRECTORS. The execution of any document required to be filed with the Secretary of State constitutes an affirmation, under penalties of false swearing, by each person executing the document that the facts stated therein are true." (Section 35-1-423, MCA)

[Signatures and Date]

(Names of officers or directors)
1-4 SS4 Application for Employer Identification Number

(For use by employers and others. Please read the attached instructions before completing this form. Please type or print clearly.)

1. Name of applicant (true legal name) See instructions.)

2. Place of business (If different from name in line 1) See instructions.)

3. Executive officer, sole owner, or name of business See instructions.)

4a. Name of applicant (true legal name) See instructions.)

4b. Street address (room, apt., or suite no.) See instructions.)

5a. Address of business (See instructions.)

5b. City, state, and ZIP code. See instructions.)

6. County. See instructions.)

7. Name of principal officer, grantor, or general partner. See instructions.)

8a. Type of entity (Check only one box.) See instructions.)

8b. If a corporation, give name or foreign country (If applicable) See instructions.)

9. Reason for applying (Check only one box.) See instructions.)

10. Date business started or acquired (Mo., day, year) See instructions.)

11. Closing month or accounting year. See instructions.)

12. First state wages or salaries were paid or will be paid (Mo., day, year) Note: If prior applicant was a withholding agent, enter date income will first be paid to nonresident alien (Mo., day, year) July 1, 1942.

13. Enter best estimate of number of employees expected in the next 12 months. Note: If the applicant does not expect to have any employees during the period, enter '0'.

14. Does the applicant operate more than one place of business? Yes No

15. Principal activity or service See instructions.)

16. Is the nonbusiness activity manufacturing? Yes No

17. To whom are most of the products or services sold? Please check the appropriate box.

18a. Has the applicant ever applied for an identification number for this or any other business? Yes No

18b. Is the true name and trade name, if different than name shown on prior application.

18c. Enter approximate date, city, and state where the application was filed and the previous employer identification number if known.

18d. Place of business (If different from name in line 1) See instructions.)

18e. Enter approximate date, city, and state where the application was filed and the previous employer identification number if known.

19. Telephone number (Include area code)

20. Signature See instructions.)

For Paperwork Reduction Act Notice, see attached instructions.

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1-5 2553 Election by a Small Business Corporation

Form 2553
(Under section 1362 of the Internal Revenue Code)
For Paperwork Reduction Act Notice, see page 1 of instructions.

Note: 1. This election, if treated as an "S corporation," can be revoked only if all the test in General Instruction B are met; all signatures in Parts I and II are original (not counterparts); and the exact name and address of the corporation and all required form information are provided.
2. Do not use Form 1120S until you are notified that your election is accepted. See General Instructions.

Part I Election Information

<table>
<thead>
<tr>
<th>Name of Corporation (see instructions)</th>
<th>A Employer Identification Number (see instructions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Montana Stitches Inc</td>
<td>89-4361111</td>
</tr>
<tr>
<td>Number, street, and room or suite no. (If P.O. box, see instructions.)</td>
<td>B Name and Telephone number (including area code) or Corporate Officer or agent's name and title who may be called for information</td>
</tr>
<tr>
<td>100 Main Street</td>
<td>(406) 411-1234</td>
</tr>
<tr>
<td>City or town, state, and ZIP code</td>
<td>C Election is to be effective for tax year beginning (month, day, year)</td>
</tr>
<tr>
<td>Great Falls, MT 59404</td>
<td>7/1/92</td>
</tr>
</tbody>
</table>

D Is the corporation the outgrowth of or continuation of any form of predecessor?  
If "Yes," state name of predecessor, type of organization, and period of its existence:  

F Check here □ if the corporation has changed its name or address since applying for the employer identification number shown in item A above. 

H If this election takes effect for the first tax year the corporation exists, enter month, day, and year at the earliest of the following: (1) date the corporation first had shareholders. (2) date the corporation first had assets. (3) date the corporation began doing business.  

J Selected tax year: Annual return will be filed for tax year ending (month and day):  

K Shareholders: Contingent Statement. We, the undersigned shareholders, consent to the corporation's election to be treated as an "S corporation" under section 1362(a). (Shareholders sign and date below.)

<table>
<thead>
<tr>
<th>Name of Shareholder</th>
<th>Signature</th>
<th>Date</th>
<th>Number of Shares</th>
<th>Date Acquired</th>
<th>Social Security Number or Employer Identification Number (see instructions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jim Leader</td>
<td></td>
<td>6/15/92</td>
<td>2000</td>
<td>6/15/92</td>
<td>535-64-4144 (12/91)</td>
</tr>
<tr>
<td>Jeff Worsham</td>
<td></td>
<td>6/15/92</td>
<td>2000</td>
<td>6/15/92</td>
<td>555-45-1111 (12/91)</td>
</tr>
<tr>
<td>D. W. Leiter</td>
<td></td>
<td>1/15/92</td>
<td>2000</td>
<td>1/15/92</td>
<td>600-04-2222 (12/91)</td>
</tr>
</tbody>
</table>

L Stock Owned

M Social security number or employer identification number (see instructions)

N Shareholders: Tax year ending (month and day)

For this election to be valid, the consent of each shareholder, person having a community property interest in the corporation's stock, and each tenant in common, joint tenant, and tenant by the entirety, must either appear above or be attached to this form. (See instructions for Column A if continuation Sheet or a separate consent statement is needed.)

Under penalties of perjury, I declare that I have examined this election, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete.

Signature of Officer:  

Title: President  

Date: 6/15/92

See Parts II and III on back.

Form 2553 Rev: 11-30-93

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1-6 Stock Certificate
2-1 Business License Application - Missoula

EDWARD A. CHILDERS, CITY TREASURER
CITY OF MISSOULA
415 RYMAN ST.
MISSOULA, MONTANA 59802-3297

YOUR CITY BUSINESS LICENSE IS NOW DUE
AND PAYABLE FOR NEW LICENSE YEAR SEE
REVERSE FOR FEE.

LICENSES EXPIRE LAST DAY OF FEBRUARY TO:
AFT ER APRIL 1, ADD 25% PENALTY.
AFTER MAY 1, ADD 50% PENALTY.
AFTER JUNE 1, ADD 100% PENALTY.

PLEASE COMPLETE AND RETURN WITH YOUR REMITTANCE. YOUR LICENSE
WILL BE MAILED TO YOU.

THANK YOU.
ED CHILDERS
CITY TREASURER

IT IS A MISDEMEANOR TO DO BUSINESS WITHOUT A CITY LICENSE AND ANY PERSON SO
DOING IS LIABLE TO ARREST AND FINE FOR EACH OFFENSE.

NOTE:
PLEASE RETURN THIS CARD WITH YOUR
REMITTANCE.

*EMPLOYEE: Person
employed by business,
including owners, man-
agers, active partners,
and agents. All persons
hired, or working for,
the business.

In case of part-time
employees, the number of
full-time equivalent
employees will be deter-
mimed by dividing the
total number of hours
worked by all part-time
employees by 1580.

MAKE CHECKS PAYABLE TO:
CITY OF MISSOULA

---

YOURS CITY LICENSE FEE IS DETERMINED BY THE
NUMBER OF EMPLOYEES ON PAY ROLL AS OF MAY 1.

<table>
<thead>
<tr>
<th>NUMBER OF EMPLOYEES</th>
<th>PEE</th>
<th>MINIMUM</th>
<th>MAXIMUM</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>$ 25.00</td>
<td>$ 125.00</td>
<td>$ 250.00</td>
</tr>
</tbody>
</table>

---

HAIR SALON HOUSING (RENTAL OF OFFICE OR RETAIL SPACE)

<table>
<thead>
<tr>
<th>SQUARE FOOTAGE</th>
<th>PEE</th>
<th>MINIMUM</th>
<th>MAXIMUM</th>
</tr>
</thead>
<tbody>
<tr>
<td>900</td>
<td>$ 9.00</td>
<td>$ 45.00</td>
<td>$ 90.00</td>
</tr>
</tbody>
</table>

---

RECREATIONAL PARKING

<table>
<thead>
<tr>
<th>NUMBER OF HOUSING</th>
<th>PEE</th>
<th>MINIMUM</th>
<th>MAXIMUM</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>$ 15.00</td>
<td>$ 30.00</td>
<td>$ 60.00</td>
</tr>
</tbody>
</table>

---

RETAIL, WAREHOUSE, OR WHOLESALE SPACE

<table>
<thead>
<tr>
<th>SQUARE FOOTAGE</th>
<th>PEE</th>
<th>MINIMUM</th>
<th>MAXIMUM</th>
</tr>
</thead>
<tbody>
<tr>
<td>1/4 OF 1 PER SQUARE FOOT</td>
<td>$ 1.00</td>
<td>$ 2.50</td>
<td>$ 5.00</td>
</tr>
</tbody>
</table>
CITY OF MISSOULA - BUSINESS LICENSE APPLICATION
Montana Screen, Inc.

100 Main Street
Montana Screen, Inc.

100 Main Street
Montana Screen, Inc.

100 Main Street
Montana Screen, Inc.

The License

Please complete this application, have it signed off by the officials indicated on the reverse side, and return it with payment to the Missoula City Treasurer's Office. Thank you.

Edward A. Childers, City Treasurer

COMPLETION BY CITY OFFICIALS:

OFFICIAL SIGNATURE: DATE REMARKS:

Fire Inspector

Police Inspector

Health Inspector

Electrical Inspector

Building Inspector

Electrical Inspector

Zoning Officer

Other (Department)
2-2 Business License Application - Butte-Silver Bow

BUTTE SILVER BOW
Receipts Division
Butte Silver Bow County Court House
155 West Granite Street - telephone 406-723-8262

Please fill out this Application. The Butte Silver Bow Code requires every business to have a General Business License. Regardless of the need for other licenses, this Application must be completed in its entirety before any consideration for a license will be given.

APPLICANT
Name: Tim Leader
Street Address: 14 West Pine
Central City, MT 59421
Phone: (406) 471-1234

BUSINESS
Name: Montana Stitchery, Inc.
Street Address: 100 Main Street
Central City, MT 59421
Phone: (406) 471-1234

Detail Nature of Business Conducted at This Site:
Manufacturer of linen bags and leather bags

Number of Employees (owners, managers, part-time personnel): 5

If Applicable: Number of Trailer Sites: 3

Signature of Applicant: Tim Leader
Date of Application: 6/15/92

For Office Use Only
Occupancy Permit Number: 
License Number Issued: 
Zoning Approval: 
Building Code Approval: 
Remarks: 

Revised 1/23 PGE

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4-1 Business Loan Application - Bank

NONWEST BANK ADACORA-HITE, S.A.
BUSINESS LOAN APPLICATION

APPLICANT (Business Trade Name) ____________ Date ____________

ADDRESS ____________________________________________ Phone Number

TYPE OF BUSINESS __________________________ Date established ____________

Form of Organization □ Proprietorship □ Partnership □ Corporation

OWNERS/PARTNERS/OFFICERS

Name_________________________ % Ownership ____________ Annual Compensation $ _______ Life Insurance $ _______

Name_________________________ % Ownership ____________ Annual Compensation $ _______ Life Insurance $ _______

AMOUNT OF LOAN/LINE REQUESTED: $__________

PURPOSE OF THE LOAN/LINE: (Explain in detail)

PRIMARY SOURCE OF REPAYMENT:

SECONDARY SOURCE OF REPAYMENT:

REQUESTED TERMS OF REPAYMENT:

COLLATERAL OFFERED: ____________________________ ESTIMATED VALUE $ _______

$ _______

$ _______

IF YOU ARE CURRENTLY A NONWEST BANK CUSTOMER PLEASE INDICATE:

CHECKING □ Business □ Business

SAVINGS □ Business □ Personal

LOANS □ Personal □ Personal

ARE YOU OR YOUR COMPANY CURRENTLY INVOLVED IN ANY LAWSUITS?

HAVE YOU OR YOUR COMPANY EVER DECLARED BANKRUPTCY?

DOES YOUR COMPANY BORROW FROM OTHER BANKS?

WHERE?

PROFESSIONAL ADVISORS:

ACCOUNTANT (Name, address and phone) ____________________________

LAWYER (Name, address and phone) ____________________________

INSURANCE AGENT (Name, address and phone) ____________________________

The undersigned certifies that the information contained on this form is true and correct.

Applicant ____________________________ Date ____________

By: ____________________________

NEW APPLICANTS SEE REVERSE SIDE

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4-2 Personal Financial Statement - Bank

To: ________________________________

If I have any questions regarding the completion of this form, I should contact my representative at the bank.

I may apply for a credit extension, loan or other financial accommodation alone or together with someone else. ("co-applicant"). If I apply with a co-applicant and our combined assets and debts can meaningfully and fairly be presented together, the co-applicant and I may complete this required statement and any supporting schedules jointly. Otherwise, separate forms and schedules are required.

APPLICANT

Name __________________________________________ Social Security number _________________________________

Address ________________________________________

Telephone number _______________________________ Date of birth _________________________________

Present employer ______________ Position ______________

Address ________________________________________

Business phone _______________________________ Loan purpose _________________________________

CO-APPLICANT

Name __________________________________________ Social Security number _________________________________

Address ________________________________________

Telephone number _______________________________ Date of birth _________________________________

Present employer ______________ Position ______________

Address ________________________________________

Business phone _______________________________ Loan purpose _________________________________
**SCHEDULE 1 DUE FROM FRIENDS, RELATIVES AND OTHERS**

<table>
<thead>
<tr>
<th>Name of debtor</th>
<th>Owed to</th>
<th>Collateral</th>
<th>How payable</th>
<th>Maturity date</th>
<th>Unpaid balance</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>$ per</td>
<td></td>
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<td>$ per</td>
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</tr>
</tbody>
</table>

**TOTAL**

**SCHEDULE 2 MORTGAGE AND CONTRACTS FOR DEED OWNED**

<table>
<thead>
<tr>
<th>Name of debtor</th>
<th>Type of property</th>
<th>1st or 2nd lien</th>
<th>Owed to</th>
<th>How payable</th>
<th>Unpaid balance</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<td>$ per</td>
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<td>$ per</td>
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</tr>
</tbody>
</table>

**TOTAL**
### Schedule 1: Securities Owned

<table>
<thead>
<tr>
<th>No. shares</th>
<th>Bond amount</th>
<th>Description</th>
<th>in whose names registered</th>
<th>Cost</th>
<th>Present Market value</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tr>
</tbody>
</table>

**Total**

### Schedule 4: Life Insurance

<table>
<thead>
<tr>
<th>Insured</th>
<th>Insurance company</th>
<th>Benefic.</th>
<th>Face value of policy</th>
<th>Cash value</th>
<th>Loans</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<td></td>
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</tr>
</tbody>
</table>

**Total**

### Schedule 5: Real Estate

<table>
<thead>
<tr>
<th>Address and type of property</th>
<th>Title in names of</th>
<th>Monthly income</th>
<th>Cost Year acquired</th>
<th>Present Market value</th>
<th>Amount of Insurance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Homestead</td>
<td></td>
<td></td>
<td>$</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Year</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td>Year</td>
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<td>Year</td>
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<td></td>
<td>$</td>
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<td></td>
<td></td>
<td>Year</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Total**

### Schedule 6: Mortgages or Liens on Real Estate

<table>
<thead>
<tr>
<th>To whom payable</th>
<th>How payable</th>
<th>Interest Rate</th>
<th>Maturity Date</th>
<th>Unpaid Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Homestead</td>
<td>$ per</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>$ per</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>$ per</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>$ per</td>
<td></td>
<td></td>
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</tr>
<tr>
<td></td>
<td>$ per</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Schedule 7: Loans Payable to Banks & Others and Installment Contracts Payable

<table>
<thead>
<tr>
<th>To whom payable</th>
<th>Address</th>
<th>Collateral</th>
<th>How payable</th>
<th>Maturity Date</th>
<th>Unpaid Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>$ per</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>$ per</td>
<td></td>
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<td>$ per</td>
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<td>$ per</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>$ per</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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Have I ever gone through bankruptcy or had a judgment against me?

Are any assets pledged or debts secured except as shown?

Have I made a will?

Number of dependents
(if none, check "None")

Marital status (answer only if this financial statement is provided in connection with a request for secured credit or applicant is seeking a joint account with spouse.)

- Yes
- No

Applicant

- Yes
- No

Co-applicant

- Yes
- No

None

The foregoing statement, submitted for the purpose of obtaining credit, is true and correct in every detail and fairly shows my/our financial condition at the time indicated. I/we will give you prompt written notice of any subsequent substantial change in such financial condition occurring before discharge of my/our obligations to you. I/we understand that you will retain this personal financial statement whether or not you approve the credit in connection with which it is submitted. You are authorized to check my/our credit and employment history or any other information contained herein.

THE UNDERSIGNED CERTIFY THAT THE INFORMATION CONTAINED ON THIS FORM HAS BEEN CAREFULLY REVIEWED AND THAT IT IS TRUE AND CORRECT IN ALL RESPECTS.

Date

My signature

Date

Co-applicant's signature (if any and if not on original application)
## 1992 Form W-4 Employee’s Withholding Allowance Certificate

**Purpose:** Complete Form W-4 so that your employer can withhold the correct amount of Federal income tax from your pay. 

**Exemption From Withholding:** Read line 7 of the certificate below to find your correct filing status. If exempt, complete line 7 and all tax withholding will be withheld from your pay. Your exemption is good for one year only. It expires February 15, 1993.

**Based Instruction:** Employees who are not exempt should complete the Personal Allowances Worksheet below and complete any additional worksheets provided on page 2 for employees to adjust their withholding allowances based on earned deductions, additional withholding situations, or to make other adjustments.

**Personal Allowances Worksheet:** For 1992, the value of your personal exemptions is reduced if your income is over $105,250 for married filing jointly, $52,625 for head of household, or $78,950 for married filing separately. Get Pub. 919 for details.

**A** Enter "1" for yourself if no one else can claim you as a dependent.

**B** Enter "1" if:
   - You are single and have only one job.
   - You are married, have only one job, and your spouse does not work; or
   - You work (more than 1 job) or your spouse’s wages or the total of both are $1,000 or less.

**C** Enter "1" for your spouse. But, you may choose to enter "0" if you are married and have another working spouse or more than one job and it may help you avoid having too little tax withheld.

**D** Enter number of dependents (other than yourself or spouse) whom you will claim on your tax return.

**E** Enter "1" if you will file as head of household on your tax return (see instructions under "Head of Household," above).

**F** Enter "1" if you have at least $1,000 of child or dependent care expenses for which you plan to claim a credit.

**G** Add lines A through F. Enter total here. Note: The amount you may be eligible for is limited to the number of exemptions you can claim on your return.

**For accuracy, do all worksheets that apply.**

**Cut here and give the certificate to your employer. Keep the top portion for your records.**

### Form W-4 Employee’s Withholding Allowance Certificate

**OMB No.:** 1545-0016

**Type of print your first name and middle initial Last name**

**Home address (number and street or rural route)**

**City or town, state, and ZIP code**

**Total number of allowances you are claiming (from line G above or from the Work sheets on back if they apply)**

**Additional amount, if any, you want deducted from each paycheck**

**If you meet all the above conditions, enter the year effective and “XEMP” here**

**Are you a full-time student? (Note: Full-time student status is not automatically exempt.)**

**Employer’s signature**

**Date**

---

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# 5-2 Form I-9 Employee Eligibility Verification

**U.S. Department of Justice**  
Immigration and Naturalization Service  
Employment Eligibility Verification

Please read instructions carefully before completing this form. The instructions must be available during completion of this form. **ANTI-DISCRIMINATION NOTICE.** It is illegal to discriminate against work eligible individuals. Employers CANNOT specify which documentation they will accept from an employee. The refusal to hire an individual because of a future expiration date may also constitute illegal discrimination.

**Section 1. Employee Information and Verification.** To be completed and signed by employee at the time employment begins.

<table>
<thead>
<tr>
<th>Print Name:</th>
<th>Last: JOHNSON</th>
<th>First: George</th>
<th>Middle:</th>
<th>Initial:</th>
<th>A/M</th>
<th>Date of Birth (Month/Day/Year):</th>
<th>6/14/1972</th>
</tr>
</thead>
</table>

- **Address**: 45 Elm  
- **City**: CENTRAL CITY  
- **State**: MT  
- **Zip Code**: 59421  
- **Social Security #**: 123-45-6789

I am aware that the federal law provides for imprisonment and/or fines for false statements or use of false documents in connection with the completion of this form.

**Employee's Signature**:  
**Date (Month/Day/Year)**:  
**Preparer-and-Translator Certification**: (To be completed and signed if Section 1 is prepared and signed by a person other than the employee.) I attest, under penalty of perjury, that I am the individual named in one of the following:  
- A citizen or national of the United States  
- A Lawful Permanent Resident (Alien # A)  
- An alien authorized to work until (Alien # or Alien # or Admission #)

**Preparer's Signature**:  
**Date (Month/Day/Year)**:  
**Print Name**:  
**Address**: (Street Name and Number, City, State, Zip Code):  
**Date (Month/Day/Year)**:  
**Business or Organization Name**: MONTANA SCHOOL  
**Address**: 100 MAIN ST, CENTRAL CITY  
**Date (Month/Day/Year)**:  

**Section 2. Employer Review and Verification.** To be completed and signed by employer. Examine one document from List A OR examine one document from List B AND one from List C as noted on the reverse of this form and record the type, number and expiration date. (If any, of the documents):

- **List A**:  
  - **Document type**:  
  - **Issuing authority**: MONTANA  
  - **Expiration Date**:

- **List B**:  
  - **Document type**:  
  - **Issuing authority**:  
  - **Expiration Date**:

- **List C**:  
  - **Document type**:  
  - **Issuing authority**:  
  - **Expiration Date**:

**CERTIFICATION**: I attest, under penalty of perjury, that I have examined the document(s) presented by the above-named employee, that the above-listed document(s) appear to be genuine and to relate to the employee named, that the employee began employment on (Month/Day/Year):  
**Signature of Employee or Authorized Representative**:  
**Date (Month/Day/Year)**:  
**Business or Organization Name**: MONTANA SCHOOL  
**Address**: 100 MAIN ST, CENTRAL CITY  
**Date (Month/Day/Year)**:  

**Section 3. Updating and Reverification.** To be completed and signed by employer.

A. **New Name**:  
B. **Date of Name Change (Month/Day/Year)**:  

C. If employee's previous grant of work authorization has expired, provide the information below for the document that establishes current employment eligibility.

- **Document Title**:  
- **Document #**:  
- **Expiration Date**:

I attest, under penalty of perjury, that to the best of my knowledge, this employee is eligible to work in the United States, and if the employee presented documentation, the document(s) I have examined appear to be genuine and to relate to the individual.

**Signature of Employer or Authorized Representative**:  
**Date (Month/Day/Year)**:  

Form I-9 (Rev. 11-21-91)
5-3 Form UI-1 Employer Registration

**EMPLOYER REGISTRATION**

<table>
<thead>
<tr>
<th>Employer Number</th>
<th>AGENCY USE ONLY</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Return original to: Contributions Bureau, Unemployment Insurance Division, P.O. Box 1728, Helena, MT 59624. Fill in all the blank spaces below. If an item does not apply to your business, write NC in that space.

1. **Business or Trade Name**: Montana Stitches, Inc.

2. **Making Address**: 100 Main Street, Central City, Silver Bow, MT 59634.

3. **State of Montana Department of Labor and Industry Unemployment Insurance Division Contributions Bureau**: (406) 444-3624 P.O. Box 1728, Helena, MT 59624.

<table>
<thead>
<tr>
<th>Employer Number</th>
<th>Employer Name</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Montana Stitches, Inc.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Employer Number</th>
<th>Employer Name</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Montana Stitches, Inc.</td>
</tr>
</tbody>
</table>

4. **Type of Organization**: Corporation

5. **Date Incorporated**: 6/1/92

6. **Name of Person Who Prepares Records and Accounts**: Jeffer Workman.

7. **Name of Accountant**: Same

8. **Principal Product Produced or Service Performed**: Matching bags, Silver Bow.

9. **City or County of Montana in which Most Employees Work**: Central City.

10. **Greatest No. of Employees in Any Calendar Quarter**: 10.

11. **Date Employment Began**: 6/1/92

12. **Wages Paid Each Year**:

13. **Will your total payroll for the current calendar year equal or exceed $1000?** Yes [ ] No [ ] Date of payroll will equal or exceed $1000.

14. **If you are no longer employing, give date ceased, and the date you will resume**:

15. **If you acquired your business from another owner, give the date, the former owner’s name, firm name and employer account number**: N/A

16. **Was the former owner a Corporation, Partnership, or Individual Ownership**

17. **What part of the former owner’s business did you acquire?** N/A

18. **Are you required to pay Federal Unemployment Tax (FUTA)?** Yes [ ] No [ ] Enter your Federal Account Number: 22-926-1111

19. **Signature**:

   - **Title**: President
   - **Date**: 6/1/92

   - **Signature**:
   - **Title**: Vice President
   - **Date**: 6/1/92

   - **Signature**:
   - **Title**: Owner
   - **Date**: 6/1/92

**Please Have All Owners or Partners Sign This Document**
5-4 Form RAUII Establishment Activity and Location Statement

This form must be completed and returned in the enclosed envelope.

1. Business Name
   MONTANA STRUCTURES INC.

2. What is the principal activity or product produced by your business in Montana?
   Manufacturing (e.g., metal and leather bags)

3. ACTIVITIES. Please read the statements listed below and check the box beside the statement that best describes your business. Follow the instructions for that specific economic group and list your establishment's specific products or services in Section 4 using a separate line for each activity.

   - AGRICULTURAL, FORESTRY OR FISHING activities, specify separately each type of crop grown, crop services, horticultural specialty, livestock raised, fish caught, forestry work. For crops, also specify where grown—field, greenhouse, etc. For livestock, also specify purpose for which raised—meat, dairy, egg production, etc. Describe related services performed.
   - COMMUNICATIONS activities, specify separately types of service (e.g., local, long distance or data telephone communications, TV or radio broadcasting, cable TV service, leasing of long distance telephone lines, cellular telephone services, etc.).
   - CONSTRUCTION activities, specify the types of structures or projects (e.g., single family houses: residential, industrial, or office buildings; bridges; roads) for which you have full responsibility. For special trade or sub-contractors, specify type and/or trade specialties (e.g., plumbing, electrical, heating and air conditioning, roofing, painting, carpentry, drywall, etc.).
   - FINANCE, INSURANCE OR REAL ESTATE activities, specify type of (1) financial institution and Charter (State, National or Federal); (2) insurance sold and whether underwriter or agent; or (3) real estate activities. For operators of residential buildings, specify number of housing units and whether you own the property or operate it for others.
   - MANUFACTURING activities, specify separately the products produced, type of plant, and principal process(es) used. Also list the principal materials/products used in the process and their source (i.e., purchased from other companies, transferred from other establishments of your company, or produced as an intermediate product at your location).
   - MINING, QUARRYING, OR OIL OR GAS EXTRACTION activities, specify separately each mineral or product extracted. If coal mining, specify whether surface or underground. If mining service, describe service and mineral involved, and specify whether you have full responsibility for the site operation.
   - PRIVATE HOUSEHOLDS employing domestic help, please check the box to the left and go to Question 6.
   - If providing SERVICES, (e.g., lodging, membership, educational, medical, legal, amusement, or repair services) specify separately the principal types of services your business performs.
   - TRADE activities, specify separately the different types of goods sold and (1) whether at WHOLESALE or RETAIL, (2) whether goods are new or used, (3) type of customers (e.g., individuals or other businesses).
   - TRANSPORTATION AND/OR WAREHOUSING activities, specify separately transportation mode (e.g., scheduled airline, air or land courier, trucking, pipeline, water) and area of service (e.g., local or long distance). If warehousing, describe type (e.g., farm products, refrigerated, general, etc.). If transportation related services, describe type (e.g., shipping agent, travel agency).
   - UTILITY OR SANITARY SERVICE activities, specify separately each type of service (e.g., electric power generation, natural gas transmission and/or distribution, water, irrigation, sewage, refuse systems).

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1. PRODUCTS OR SERVICES

Estimate the percentage that each product or service represents of the establishment's total sales (receipts or revenues). When completed, the sum of all products or services should equal 100%. If more space is required, attach a separate sheet using the same format.

<table>
<thead>
<tr>
<th>Product or Service</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>100%</td>
</tr>
</tbody>
</table>

Total (MUST EQUAL 100%)

5. Do you operate this business in more than one physical location in Montana?  
   □ Yes  □ No

   If Yes, skip to question 7. If No, answer questions 6 and 6A only.

6. County in Montana in which your business is located.  
   □ Silver Bow

   6A. Is your business located within city limits?
   □ Yes  □ No

7. INFORMATION FOR MULTIPLE PHYSICAL LOCATIONS. If you operate this business in more than one physical location (e.g., worksites, plants, stores, offices, etc) in this State please provide the information requested below for each location. Also provide an estimate of the number of employees that normally work at each location.

   County in Montana where your main office or place of business is located.

   Street Address (1)  
   City/State Zip  
   Inside City Limits?

   Principal products or services
   Number of Employees

   Street Address (2)  
   City/State Zip  
   Inside City Limits?

   Principal products or services
   Number of Employees

   Street Address (3)  
   City/State Zip  
   Inside City Limits?

   Principal products or services
   Number of Employees

   Street Address (4)  
   City/State Zip  
   Inside City Limits?

   Principal products or services
   Number of Employees

8. Does this establishment primarily perform management or support services for other units of the company?  
   (This applies only to businesses located in Montana.)  
   □ Yes  □ No

   If Yes, please indicate below the nature of these services.

   □ Administrative  
   (Headquarters, Data Processing Centers, etc.)

   □ Research, Development, or Testing

   □ Storage (Warehouse)

For Agency Use Only

Sic Area  
Auxiliary Multi Ind  
City Limits  

If you have questions on this form, please call:
In-State (1-800-533-0229)
Cut-off-State (1-800-541-3904)
Local (444-2430)
5-5 Form SF-MIS LF100A Workers’ Compensation Insurance Application

<table>
<thead>
<tr>
<th><strong>Name of Applicant</strong></th>
<th>Tim Leader</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Business Name</strong></td>
<td>Montana Stitches, Inc.</td>
</tr>
<tr>
<td><strong>Mailing Address</strong></td>
<td>100 Main St, Central City</td>
</tr>
<tr>
<td><strong>Type of Business</strong></td>
<td>Manufacturer of nylon and leather bags</td>
</tr>
<tr>
<td><strong>Number of Workplaces</strong></td>
<td>1</td>
</tr>
</tbody>
</table>

**Optional Mailing Addresses**

Ordinarily all policy and claims correspondence is directed to the above applicant's mailing address, however, either or both of the following options are available:

- If you wish to have all POLICY CORRESPONDENCE (such as your policy, coverage status signs, payroll reports and billings) sent to your accountant, enter the ACCOUNTANT’S MAILING ADDRESS:
  - Name
  - Street or Box
  - City
  - State
  - ZIP

- If you wish to have CLAIMS CORRESPONDENCE (such as requests for accident reports and notices of benefit status) sent to a separate address, enter the CLAIMS MAILING ADDRESS:
  - Name
  - Street or Box
  - City
  - State
  - ZIP

**General Information**

Have you previously been insured by the State Fund (formerly Workers' Compensation Division)?
- [X] NO
- [ ] YES

Policy No. 03- Cancellation Date

Last Company with which insurance was active.

Were you insured under this same ownership?
- [ ] YES
- [X] NO

If not, explain.

Did you acquire this business from another owner?
- [X] NO
- [ ] YES

If yes, check one.
- [ ] Buy
- [ ] Lease
- [ ] Other

(Explain)

Name of former owner

Effective Date

Are you a subsidiary of another entity or do you have any subsidiaries?
- [X] NO
- [ ] YES

If yes, list name(s) and explain relationship(s).
### Ownership Information and Coverage

Please refer to instructions prior to completion of this section; ownership information must be given regardless of coverage selection. Account for 100% ownership. Attach additional pages if necessary.

Check one of the following which best describes how business is operated.

- [ ] Sole Proprietorship
- [x] Partnership
- [ ] Corporation
- [ ] Other (specify)

<table>
<thead>
<tr>
<th>List Names of all owners, partners, corporate officers or shareholders</th>
<th>Social Security No.</th>
<th>Percent Owned</th>
<th>Title</th>
<th>Duties</th>
<th>Annual Earnings</th>
<th>Montana Resident?</th>
<th>Coverage Desired?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tom Leander</td>
<td>555-14-1414</td>
<td>25%</td>
<td>Pay</td>
<td>Management</td>
<td>?</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Jeff Workman</td>
<td>555-45-1111</td>
<td>25%</td>
<td>Pay</td>
<td>Management</td>
<td>?</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>J. N. Vile</td>
<td>444-68-2322</td>
<td>50%</td>
<td>None</td>
<td></td>
<td>?</td>
<td>Yes</td>
<td>Yes</td>
</tr>
</tbody>
</table>

* Corporate officers: Rejection forms for exclusion will be supplied all Montana resident corporate officers who DO NOT DESIRE COVERAGE. Coverage IS NOT extended to corporate officers who DO NOT reside and DO NOT work in Montana.

Sole Proprietors and partners: An endorsement form to elect coverage will be supplied for any owner or partners who DO DESIRE COVERAGE.

### Optional Coverages

If you wish to ELECT COVERAGE for any other exempted coverages, please request the endorsement forms be supplied by checking the appropriate boxes below.

- [ ] Household or Domestic Employees
- [ ] Casual Employment
- [ ] Casual Employment of Domestic Employees
- [ ] Volunteer Workers
- [ ] Persons working in return for aid or sustenance only
- [ ] Dependent Family Members
- [ ] Licensed real estate brokers or salespersons
- [ ] School amateur athletic event officials
- [ ] Direct home sellers of consumer products
- [ ] Contract, licensed barbers or cosmetologists
- [ ] Regimental, Förster, or other similar types
- [ ] Newspaper carriers or freelance correspondents
- [ ] School athletic event officials
- [ ] Other (specify)

NOTE: The forms to apply for optional coverages and officer exclusion must be completed and returned and are subject to approval. Upon receipt of the completed forms, the State Fund will notify you, in writing, of the effective dates of coverage or exclusion.

### Contract Workers and Employee Information

- [x] Do you have contract workers? Yes
- [ ] Do you require certificates of insurance? Yes
- [ ] Do you have employees who leave the state on business? Yes
- [ ] List names and locations of operations in other states.

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**OTHER GENERAL INFORMATION**

Does your business operate an aircraft for business purposes? [ ] YES [ ] NO

Is a formal safety program in operation? [ ] YES [ ] NO

Are pre-employment physicals required? [ ] YES [ ] NO

**TYPES OF EMPLOYMENT INFORMATION**

Describe the various jobs, duties or services performed by your employees. Do not include owner, partners or corporate officers. Use additional pages if necessary.

<table>
<thead>
<tr>
<th>STATE FUND USE ONLY CLASS CODE</th>
<th>ESTIMATED ANNUAL EARNINGS</th>
<th>NUMBER OF EMPLOYEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sewing, cutting and/or leather bags</td>
<td>15000</td>
<td>3</td>
</tr>
</tbody>
</table>

**OPERATIONS INFORMATION**

Check the appropriate box or boxes below which best describe the nature of your business and complete the detailed information as requested.

- [ ] CONSTRUCTION - Describe type of work performed, type of structures built, materials used and the trades involved.
- [ ] FARMING OR RANCHING - Describe principal product.
- [ ] MANUFACTURING - Describe operation from raw material to finished product.
- [ ] MINING - Describe type of mineral extracted such as gold, coal and so on.
- [ ] DRILLING - Describe drilling methods.
- [ ] OTHER - Describe nature of business.
- [ ] GAS STATION - Combined Gas Station & % % of Gross Receipts
- [ ] Self Service [ ] Full Service [ ] Grocery Store: Percentage Retail Wholesale
- [ ] TRUCKING - Describe type of merchandise transported as well as areas of operations. If you OWN the cargo, then Trucking classification does not apply.
**OPERATIONS INFORMATION (Continued)**

- **GROCERY OR CONVENIENCE STORE**

  What are your business hours?
  - Sunday: __________ TO __________
  - Monday: __________ TO __________
  - Tuesday: __________ TO __________
  - Wednesday: __________ TO __________
  - Thursday: __________ TO __________
  - Friday: __________ TO __________
  - Saturday: __________ TO __________

<table>
<thead>
<tr>
<th>Percentage of Annual Gross Receipts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Groceries</td>
</tr>
<tr>
<td>Packaged meat</td>
</tr>
<tr>
<td>Fresh meat</td>
</tr>
<tr>
<td>Non-food items such as soap, tobacco, pet food, paper products, magazines, auto oil, and so on.</td>
</tr>
<tr>
<td>Gasoline # of pumps</td>
</tr>
<tr>
<td>Diesel fuel # of pumps</td>
</tr>
<tr>
<td>TOTAL 100.0%</td>
</tr>
</tbody>
</table>

- **STORES** - Describe all types of merchandise such as furniture, auto parts, and so on.

  Delivery of merchandise? □ YES □ NO
  - Retail □ Wholesale □ Combined Retail & Wholesale: % Retail % Wholesale

- Are you engaged in any other type of business not addressed in this application? If yes, please explain.
  □ NO □ YES

**PROCESSING QUESTIONS**

What date would you like this coverage to be effective? __6/5/92__

Would you like to submit the initial deposit in the form of a certificate of deposit? If so, assignment agreement will be provided with your statement of initial deposit. (Please note: $1,000 minimum certificate of deposit required.) □ YES □ NO

**CERTIFICATION**

I hereby certify that I have read and fully understand the accompanying instructions and have completed this application form to the best of my ability. All the information provided herein is true and correct. I also authorize the State Fund to obtain any previous experience data from the National Council on Compensation Insurance.

AUTHORIZED SIGNATURE: ________________

TITLE: ________________

DATE: __6/4/92__

INCOMPLETE APPLICATIONS MAY CAUSE DELAYS IN YOUR COVERAGE RETURN ORIGINAL TO STATE FUND

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5-6 Form SF-MIS LF220E Corporate Officer Rejection Endorsement

**ENDORSEMENT AGREEMENT REJECTING COVERAGE FOR A CORPORATE OFFICER**

(Subject to State Fund Approval)

Under Montana's Women's Compensation and Occupational Disease Acts, an officer of a corporation is covered under the corporation's workers' compensation insurance policy unless the officer files a rejection form which is approved by the insurer.

<table>
<thead>
<tr>
<th>CORPORATION</th>
<th>CORPORATE OFFICER</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name and Address</td>
<td>Name and Address</td>
</tr>
<tr>
<td>Mariah Stirratt</td>
<td>Tim Leider</td>
</tr>
<tr>
<td>100 Main Street</td>
<td>14 W. Ave.</td>
</tr>
<tr>
<td>Central City, MT 59414</td>
<td>Central City, MT</td>
</tr>
<tr>
<td>Phone No. 406-411-3421</td>
<td>Date Elected to Office: 6/1/02</td>
</tr>
</tbody>
</table>

Having been properly designated under law as an officer of the above-named corporation, I elect not to be covered as an employee under the Women's Compensation Act. I make this election because I qualify under one (1) or more of the following provisions. Check the appropriate provision(s).

- [ ] (a) I am not engaged in performing the ordinary duties of a worker for the corporation named above, and I do not receive any pay from the corporation for performing the ordinary duties of a worker for that corporation.
- [x] (b) I am engaged primarily in household employment for the corporation named above.
- [ ] (c) I own twenty percent (20%) or more of the number of shares of stock in the corporation named above.
- [ ] (d) I am (CIRCLE ONE) the husband, wife, child, adopted child, stepparent, stepchild, mother, father, son-in-law, daughter-in-law, nephew, niece, brother, sister of an individual who owns twenty percent (20%) or more of the number of shares of stock in the corporation named above.
- [x] (e) The corporation named above has been organized as a non-profit corporation.

Under penalty of law, I do solemnly swear that the above information, including the information indicated next to the checked box(es), is true.

Signature of Officer Electing Not to be Covered: /s/ Leider

Notary Public for the State of , residing at , Notary Signature: Notary Signature

Signature of Officer Electing Not to be Covered: 

Notary Public for the State of , residing at , Notary Signature: Notary Signature

From the effective date of this rejection, earnings of the above corporate officer shall not be included in payroll reports submitted to the State Fund.

Mail both copies of the completed rejection to the State Fund, P.O. Box 4759, Helena, MT 59604-4759. We will return a completed copy of the rejection for the corporation's files.

If approved, this rejection will remain in effect until the policy is cancelled or we receive the officer's written request to be covered.

Notify the State Fund IMMEDIATELY if there is a change in the officer's corporate association.

 Reason not approved:

>This Endorsement is hereby: [ ] Approved  [ ] Not Approved

Authorized Signature: 

Date: 

Effective Date: 

SF-MIS LF220E (Rev. 8/11)
**APPLICATION FOR INDEPENDENT CONTRACTOR EXEMPTION**

**INSTRUCTIONS**

Complete this form only if you are a sole proprietor or a working member of a partnership holding yourself out to be an independent contractor and do not want workers' compensation and unemployment insurance on yourself. Employees of independent contractors who want workers' compensation or unemployment insurance should not complete this form.

If the information presented shows you meet department requirements, we will send you an approval letter. You must then complete an Independent Contractor Exemption Annual Review form generated by this office when due to retain this status. If your application is denied and you do not agree with the Department's decision, you may appeal to the Department of Labor and Industry to present or clarify facts and present arguments in support of your application. Your appeal must be filed within 10 days of the decision.

**COMPLETE THIS SECTION**

**NOTE:** A hiring agent is one for whom you provide the service.

1. Do you receive any training from the hiring agent? □ Yes □ No
   
   If so, what kind? ____________________________
   
   How often? ____________________________

2. Are you given instructions on the way the work is to be done? □ Yes □ No
   
   If yes, give specific examples: __________________________________________________________________________

3. Does the operation of the hiring agent's business require you to be supervised or controlled in the performance of the services? □ Yes □ No
   
   __________________________________________________________________________

4. Does the hiring agent engage you for: □ Particular job □ Indefinite period □ Other (explain)
   
   __________________________________________________________________________

5. Are you required to follow a routine or a schedule established by the hiring agent? □ Yes □ No
   
   If yes, what is the routine or schedule? __________________________________________________________________________

6. State the kind and value of tools and equipment furnished by:
   
   The hiring agent __________________________________________________________________________
   
   Yourself __________________________________________________________________________

7. State the kind and value of supplies and materials furnished by:
   
   The hiring agent __________________________________________________________________________
   
   Yourself __________________________________________________________________________

8. Does the hiring agent reimburse you for any expenses? □ Yes □ No
   
   If yes, specify the reimbursed expenses __________________________________________________________________________
9. Do you have helpers? □ Yes □ No If yes, check question 10.

Are the helpers hired by: □ Hired agent □ You
If hired by you, is the hiring agent's approval necessary? □ Yes □ No
Who pays the helpers? □ Hired agent □ You
If you pay the helpers, does the hiring agent repay you? □ Yes □ No

What services do the helpers perform?

Who reports the helper's income to the Internal Revenue Service? □ Hired agent □ You □ Unknown
If you have employees, list the account numbers for the following:

Your unemployment insurance account number
Your workers' compensation account number

10. Type of payment you receive: □ Salary □ Commission □ Hourly Wage □ Piecework □ Lump Sum □ Other (specify)

11. Are you prohibited from competing with the hiring agent during the time you are performing services or as a later period? □ Yes □ No

12. Do you own and operate your own independent enterprise, trade, occupation, profession or business? □ Yes □ No □ If yes, please attach:

1) evidence that you pay self-employment tax for yourself by submitting a copy of your most recent Federal or State Income Tax return showing income and expenses of your business, e.g., Schedule C or 1040EZ (reduced tax form); and

2) two or more of the following: federal returns, business cards, business license or permits, public advertisements, business checking account (at least one other than the one for the business), or business telephone listing.

3) a letter, contract, or agreed bid dated before the start date of the current hire date and from at least two other hiring agents.

Each should state you are now or were under contract to them during the past twelve months as an independent contractor in the business identified on the face of this form, and that you were free of their control or direction over the performance of your services, other than control or direction required by government regulation.

Read Declarations, sign and date this form and return with attachments to Department.

DECLARATIONS

I make this statement with the understanding that if I am an independent contractor, I am required to purchase worker's compensation insurance or obtain this exemption.

I understand this application applies only to me and not to any person who is employed by me. If I have employees, I must obtain an unemployment insurance account and a workers' compensation policy.

I understand if this application is approved by the Department, the exemption will be in effect until I notify the Department in writing of a change in my status or if my status is determined to have changed during an independent contractor exemption annual review. If any future investigation concludes I am not an independent contractor, this exemption will be voided by the Department.

If this application is approved, I understand the services I perform as an independent contractor are not covered by unemployment insurance.

I understand if this application is approved and unless I purchase workers' compensation insurance for myself, I am waiving all my rights to compensation and incidental benefits in the event I sustain an industrial injury or an occupational disease when I am working as an independent contractor. (Note: The benefits of a worker covered by workers' compensation include: a) medical services for a work-related injury; b) compensation for wage loss due to the injury; and c) additional benefits as determined in the Workers' Compensation and Occupational Disease Acts.)

My signature on this application indicates my request for an exemption from the requirements of the Workers' Compensation Act and Unemployment Insurance Law and that all the information and declarations I have supplied with this application are true, complete and correct to the best of my knowledge.

Date

Signature

Explanation, if denied:

Submitted by authorized signature
5-8 Form ER-1 Withholding Tax/Workers' Compensation Payroll Tax Registration

MONTANA

DEPARTMENT OF REVENUE

WITHHOLDING TAX/WORKERS' COMPENSATION PAYROLL TAX REGISTRATION

CHECK TAX/TAXES YOU ARE REGISTERING FOR: WITHHOLDING \[ PAYROLL \]

---

1. Business Type: Employee [ ] Independent Contractor [ ]

2. Name: Montana Stitchery Inc.

3. Mailing address: 100 Main Street

4. City: Central City

5. State: MT

6. Zip Code: 59411

7. Nature of Business: Manufacturing

8. Business address: 100 Main Street

9. Owner name: Tim Leader

10. Owner Social Security Number: 555-12-4567

11. Previous Business Name: None

12. Date: 6/5/92

13. Name of Owner/Member/Partner: Tim Leader

14. Telephone number: 406-444-3288

RETURN COMPLETED FORM TO:

BUSINESS TAX SECTION
P.O. BOX 5835
MT Department of Revenue
Helena, Montana 59604-5835
Phone: 406-444-3288

FORM ER-1 (Rev. 5/91)
### 5-9 IRS Form 941 Employer’s Quarterly Federal Tax Return

**Employer’s Quarterly Federal Tax Return**

- **Name(s) distinguished from trade names**: Date quarter ended
- **Employer identification number**: Employer identification number
- **Address and ZIP code**:

<table>
<thead>
<tr>
<th>Quarter Ended</th>
<th>1st</th>
<th>2nd</th>
<th>3rd</th>
<th>4th</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st through 2nd</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>3rd through 4th</td>
<td>5</td>
<td>6</td>
<td>7</td>
<td>8</td>
</tr>
<tr>
<td>5th through 6th</td>
<td>9</td>
<td>10</td>
<td>11</td>
<td>12</td>
</tr>
<tr>
<td>7th through 8th</td>
<td>13</td>
<td>14</td>
<td>15</td>
<td>16</td>
</tr>
<tr>
<td>9th through 10th</td>
<td>17</td>
<td>18</td>
<td>19</td>
<td>20</td>
</tr>
<tr>
<td>11th through 12th</td>
<td>21</td>
<td>22</td>
<td>23</td>
<td>24</td>
</tr>
<tr>
<td>13th through 14th</td>
<td>25</td>
<td>26</td>
<td>27</td>
<td>28</td>
</tr>
<tr>
<td>15th through 16th</td>
<td>29</td>
<td>30</td>
<td>31</td>
<td>32</td>
</tr>
</tbody>
</table>

**Duties of Employer**

- **Adjustments of withholding**: see instructions for required explanation
- **Self-Employed Contributions**: line 5a
- **Adjusted total of income tax withheld**: line 5
- **Adjusted total of social security and medicare taxes**: line 8
- **Total wages and tips subject to withholding, plus other compensation**: line 2
- **Total salaries and wages subject to withholding**: line 12
- **Total wages subject to withholding**: line 11
- **Total wages and tips subject to withholding**: line 2
- **Total wages and tips subject to withholding, plus other compensation**: line 2
- **Total wages subject to withholding**: line 11
- **Total salaries and wages subject to withholding**: line 12

**Record of Federal Tax Liability**

- **Total deposits for quarter**: line 17
- **Net tax paid (subtract line 16 from line 17)**
- **Total social security and medicare taxes**: line 8
- **Total wages and tips subject to withholding, plus other compensation**: line 2
- **Total salaries and wages subject to withholding**: line 12
- **Total wages subject to withholding**: line 11
- **Total wages and tips subject to withholding, plus other compensation**: line 2
- **Total salaries and wages subject to withholding**: line 12

**Sign Here**

- **Signature**:
- **Name and Title**:
- **Date**:

For Paperwork Reduction Act Notice, see page 4.

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5-10 IRS Form 940 Employer's Annual Federal Unemployment Tax Return

**Form 940**

Employer's Annual Federal Unemployment (FUTA) Tax Return

- For Paperwork Reduction Act Notice, see separate instructions.

### Part 1: Computation of Taxable Wages (to be completed by all taxpayers)

1. Total payments (including exempt payments) during the calendar year for services of employees:

2. Exempt payments. (Explain each exemption shown; attach additional sheets if necessary):

3. Payments of more than $7,000 for services. Enter only the amounts over the first $7,000 paid to each employee. Do not include payments from line 2. Do not use the state wage limitation:

4. Total exempt payments (add lines 2 and 3):

5. Total taxable wages (subtract line 4 from line 1):

6. Additional tax resulting from credit reduction for unpaid advances to the state of Michigan. Enter the wages included on line 5 above for that state and multiply by the rate shown. (See the instructions.) Enter the credit reduction amount here and in Part II, line 2, or Part III, line 5:

   Michigan wages × 0.08 =

---

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### Part II Tax Due or Refund (Complete if you checked the "Yes" boxes in both questions A and B and did not check the box in C.)

1. **FUTA tax.** Multiply the wages in Part I, line 5, by .008 and enter here.  
2. Enter amount from Part I, line 5.  
3. **Total FUTA tax** (add lines 1 and 2).  
4. **Total FUTA tax deposited for the year, including any overpayment applied from a prior year.**  
5. **Balance due** (subtract line 4 from line 3). This should be $100 or less. Pay to the Internal Revenue Service.  
6. **Overpayment** (subtract line 3 from line 4). Check if it is to be:  
   - [ ] Applied to next return,  
   - [ ] Refunded

### Part III Tax Due or Refund (Complete if you checked the "No" box in either question A or B or you checked the box in C.)

1. **Gross FUTA tax.** Multiply the wages in Part I, line 5, by .062.  
2. **Maximum credit.** Multiply the wages in Part I, line 5, by .054.  
3. **Computation of tentative credit**

<table>
<thead>
<tr>
<th>State Unemployment Rate (as shown on employer's state unemployment return)</th>
<th>Total FUTA Tax</th>
<th>Credits allowable</th>
<th>Balance due</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.062</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4. **Total tentative credit (subtract line 3a, columns m and n)**. Follow instructions for extensions on the payments.  
5. **Credits.** Enter the smaller of the amount in Part III, line 2, or line 3b.  
6. Enter the amount from Part I, line 5.  
7. **Credit allowable** (subtract line 5 from line 4). (If zero or less, enter 0.)  
8. **Total FUTA tax deposited for the year, including any overpayment applied from a prior year.**  
9. **Balance due** (subtract line 8 from line 7). This should be $100 or less. Pay to the Internal Revenue Service.  
10. **Overpayment** (subtract line 9 from line 7). Check if it is to be:  
   - [ ] Applied to next return,  
   - [ ] Refunded

### Part IV Record of Quarterly Federal Tax Liability for Unemployment Tax (Do not include state liability)

<table>
<thead>
<tr>
<th>Quarter</th>
<th>First</th>
<th>Second</th>
<th>Third</th>
<th>Fourth</th>
<th>Total for year</th>
</tr>
</thead>
</table>

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete, and that no part of any payment made to a state unemployment fund claimed as a credit was or is to be deducted from the payments to employees.

**Signature**:  
**Title (Owner, etc.)**:  
**Date**:  

---

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5-11 IRS Form W-2 Wage and Tax Statement

<table>
<thead>
<tr>
<th>Control number</th>
<th>For Official Use Only</th>
<th>Form W-2 Wage and Tax Statement 1991</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>22222</td>
<td>12-2975063</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2</th>
<th>Employer's name, address, and ZIP code</th>
<th>Federal income tax withheld</th>
<th>State income tax</th>
<th>Social security tax withheld</th>
<th>Social security wages</th>
<th>Medicare wages and tips</th>
<th>Nonqualified plans</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>Employer's social security number</td>
<td>Federal income tax withheld</td>
<td>State income tax</td>
<td>Social security tax withheld</td>
<td>Social security wages</td>
<td>Medicare wages and tips</td>
<td>Nonqualified plans</td>
</tr>
<tr>
<td>19a</td>
<td>Employee's name (first, middle, last)</td>
<td>Federal income tax withheld</td>
<td>State income tax</td>
<td>Social security tax withheld</td>
<td>Social security wages</td>
<td>Medicare wages and tips</td>
<td>Nonqualified plans</td>
</tr>
<tr>
<td>19b</td>
<td>Employee's address and ZIP code</td>
<td>Federal income tax withheld</td>
<td>State income tax</td>
<td>Social security tax withheld</td>
<td>Social security wages</td>
<td>Medicare wages and tips</td>
<td>Nonqualified plans</td>
</tr>
<tr>
<td>20</td>
<td>Federal income tax withheld</td>
<td>State income tax</td>
<td>Social security tax withheld</td>
<td>Social security wages</td>
<td>Medicare wages and tips</td>
<td>Nonqualified plans</td>
<td></td>
</tr>
<tr>
<td>21</td>
<td>Federal income tax withheld</td>
<td>State income tax</td>
<td>Social security tax withheld</td>
<td>Social security wages</td>
<td>Medicare wages and tips</td>
<td>Nonqualified plans</td>
<td></td>
</tr>
</tbody>
</table>

Do NOT Cut or Separate Forms on This Page

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**5-12 IRS Form W-3 Transmittal of Income and Tax Statements**

<table>
<thead>
<tr>
<th>Line</th>
<th>Description</th>
<th>Instructions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td><strong>Contributions</strong></td>
<td>Fill in box for contributory employees</td>
</tr>
<tr>
<td>2</td>
<td><strong>Number of Employees</strong></td>
<td>Fill in box for contributory employees</td>
</tr>
<tr>
<td>3</td>
<td><strong>Total number of statements</strong></td>
<td>Fill in box for contributory employees</td>
</tr>
<tr>
<td>4</td>
<td><strong>Employee number</strong></td>
<td>Fill in box for contributory employees</td>
</tr>
<tr>
<td>5</td>
<td><strong>SSN</strong></td>
<td>Fill in box for contributory employees</td>
</tr>
<tr>
<td>6</td>
<td><strong>Employer's identification number</strong></td>
<td>Fill in box for contributory employees</td>
</tr>
<tr>
<td>7</td>
<td><strong>Federal income tax withholding</strong></td>
<td>Fill in box for contributory employees</td>
</tr>
<tr>
<td>8</td>
<td><strong>Social security tax withholding</strong></td>
<td>Fill in box for contributory employees</td>
</tr>
<tr>
<td>9</td>
<td><strong>Medicare tax withholding</strong></td>
<td>Fill in box for contributory employees</td>
</tr>
<tr>
<td>10</td>
<td><strong>Other income</strong></td>
<td>Fill in box for contributory employees</td>
</tr>
<tr>
<td>11</td>
<td><strong>Other deductions</strong></td>
<td>Fill in box for contributory employees</td>
</tr>
<tr>
<td>12</td>
<td><strong>Other income</strong></td>
<td>Fill in box for contributory employees</td>
</tr>
<tr>
<td>13</td>
<td><strong>Other deductions</strong></td>
<td>Fill in box for contributory employees</td>
</tr>
<tr>
<td>14</td>
<td><strong>Total amount of tax due</strong></td>
<td>Fill in box for contributory employees</td>
</tr>
<tr>
<td>15</td>
<td><strong>Total amount of income</strong></td>
<td>Fill in box for contributory employees</td>
</tr>
<tr>
<td>16</td>
<td><strong>Total amount of tax due</strong></td>
<td>Fill in box for contributory employees</td>
</tr>
<tr>
<td>17</td>
<td><strong>Total amount of income</strong></td>
<td>Fill in box for contributory employees</td>
</tr>
<tr>
<td>18</td>
<td><strong>Employer's identification number</strong></td>
<td>Fill in box for contributory employees</td>
</tr>
<tr>
<td>19</td>
<td><strong>Employee's Social Security number</strong></td>
<td>Fill in box for contributory employees</td>
</tr>
<tr>
<td>20</td>
<td><strong>Employee's name</strong></td>
<td>Fill in box for contributory employees</td>
</tr>
<tr>
<td>21</td>
<td><strong>Address</strong></td>
<td>Fill in box for contributory employees</td>
</tr>
</tbody>
</table>

**Note:** Extra postage may be necessary if the report you send contains more than a few pages or if the envelope is larger than letter size. Do NOT order forms from the addresses listed below. You may order forms by calling 1-800-829-3676.

Use this address based on your state of residence:

- **Alaska, Arizona, California, Colorado, Hawaii, Idaho, Iowa, Minnesota, Missouri, Montana, Nebraska, Nevada, North Dakota, Oregon, South Dakota, Utah, Washington, Wisconsin, Wyoming:**
  - Social Security Administration
  - Social Security Administration
  - Social Security Administration
  - Social Security Administration
  - Social Security Administration
  - Social Security Administration
  - Social Security Administration

- **Connecticut, Delaware, District of Columbia, Indiana, Kentucky, Maine, Maryland, Massachusetts, Michigan, New Hampshire, New Jersey, New York, North Carolina, Ohio, Pennsylvania, Rhode Island, Vermont, Virginia, West Virginia:**
  - Social Security Administration
  - Social Security Administration
  - Social Security Administration
  - Social Security Administration
  - Social Security Administration
  - Social Security Administration

**Paperwork Reduction Act Notice:** We ask for the information on this form to carry out the internal Revenue laws of the United States. You are required to give us this information. We need it to ensure that taxpayers are complying with these laws and to allow us to figure and collect the right amount of tax. The time needed to complete and file this form will vary depending on individual circumstances. The estimated average time is 27 minutes. If you have comments concerning the accuracy of this time estimate or suggestions for making this form more simple, we would be happy to hear from you. You can write to both the Internal Revenue Service, Washington, D.C. 20224, Attention: IRS Reports Clearance Officer, T-PP; and the Office of Management and Budget, Paperwork Reduction Project (1545-3008), Washington, D.C. 20503. Do NOT send the form to either of these offices. Instead, see the chart above for information on where to send this form.
# 5-13 Form MW-5 Employers Payroll/Withholding Tax Report

## 1991 EMPLOYERS

**PAYROLL / WITHHOLDING TAX REPORT**

<table>
<thead>
<tr>
<th>4th Quarter MW-5</th>
<th>DUE DATE</th>
<th>JAN 31, 1992</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Route 10 Number</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>2. State ID Number</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>3. Quarter Ending</strong></td>
<td>DEC 31, 1991</td>
<td></td>
</tr>
<tr>
<td><strong>4. I.P.</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>5. If you are not current in the above with-</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>holding, please provide us with your current</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>employment, please explain on back of</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>this form</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>6. Total Number Crossmatch</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>7. Payroll Tax Gross Wages</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>8. Payroll Tax this Quarter</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>9. Adjustments in a Previous</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Quarter. Explain on back</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>10. Amount Paid with</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Adjustments</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>11. Withholding Gross Wages</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>12. State income Tax withheld</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>13. Adjustments to a Previous</strong></td>
<td></td>
<td></td>
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<tr>
<td><strong>Quarter. Explain on back</strong></td>
<td></td>
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<tr>
<td><strong>14. Amount paid with</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Adjustments</strong></td>
<td></td>
<td></td>
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<tr>
<td><strong>15. Total amount paid</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>with this return</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**DATE**

**SIGNATURE**

**TITLE**

**TELEPHONE NUMBER**

Make check payable to STATE TREASURER and Return with this copy to DEPT. OF REVENUE, Box 2525, Helena, Montana 59604-2525

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# 5-14 MW-10 Annual Reconciliation

**1991 ANNUAL RECONCILIATION (WITHHOLDING TAX ONLY)**

<table>
<thead>
<tr>
<th>Date</th>
<th>Signature</th>
<th>Title (Owner, Inc.)</th>
<th>Telephone Number</th>
</tr>
</thead>
</table>

**MONTANA TAX WITHHELD AND PAID THIS YEAR**

<table>
<thead>
<tr>
<th>Period Ending</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>March 31</td>
<td></td>
</tr>
<tr>
<td>June 30</td>
<td></td>
</tr>
<tr>
<td>Sept 30</td>
<td></td>
</tr>
<tr>
<td>December 31</td>
<td></td>
</tr>
</tbody>
</table>

4. If you are no longer required to file Montana withholding return due to zero wages paid to withholding account maintain, enter this cancel code.

**NOTE:** If there is a difference between the amounts shown on (A) and (B), EXPLAIN fully on an attached sheet.

**Change in Name or Address**

(explain on back)

Return this Copy with W-2 Statements Attached to: DEPARTMENT OF REVENUE, Box 8335, Helena, Montana 59624-8335
## 5-15 Form UI-5 Employer's Quarterly Wage Report

### State of Montana
Department of Labor and Industry
Unemployment Insurance Division
Contributions Bureau
P.O. Box 1728, Helena, MT 59624-1728
Telephone No. (406) 444-2824

### Employer's Quarterly Wage Report

**Annual Taxable Wage Base**
- Each Employee:
  - Base

**Due Date**
- Federal: Date
- APF: Date
- Total Rate: Date

**Amount Debited or Credited**

### Important

For your protection, verify your Federal ID No. at the top of this report. If it is in error, please show correct number here:

- Complete ONLY if there has been any change in name, mailing address, business location or ownership. Enter effective date of change.

### Computations of Payment

1. Total Wages Paid This Quarter
2. Total Excess Wages This Quarter
3. Taxable Wages (Item 1 minus Item 2)
4. Taxes Due (Item 3 Times Total Rate)
5. Penalty and Interest Due on Item 4 (See instructions)
6. Adjustments (Please Attach an Explanation)

**Net Payment**

MAKE CHECK PAYABLE TO: UNEMPLOYMENT INSURANCE DIVISION

I CERTIFY THAT THE INFORMATION ON THIS REPORT AND ATTACHMENTS IS TRUE AND CORRECT.

Signature: Taxpayer
Title:
Telephone Number:

Signature: Preparer
Title:
Telephone Number:

<table>
<thead>
<tr>
<th>Employee's Social Security Number</th>
<th>Name of Employee</th>
<th>Number of Weeks Worked This Quarter</th>
<th>Total Wages Paid This Quarter</th>
<th>Excess Wages This Quarter</th>
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TOTAL WAGES AND EXCESS THIS PAGE

UI-5 Rev. 9-69

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5-16 IRS Form 1099-MISC Miscellaneous Income

<table>
<thead>
<tr>
<th>959</th>
<th>VOID</th>
<th>CORRECTED</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Rents</td>
<td>$1991</td>
</tr>
<tr>
<td>2</td>
<td>Royalties</td>
<td>$0</td>
</tr>
<tr>
<td>3</td>
<td>Prizes, awards, etc.</td>
<td>$0</td>
</tr>
<tr>
<td>4</td>
<td>Federal income tax withheld</td>
<td>$0</td>
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<tr>
<td>5</td>
<td>Fishing boat proceeds</td>
<td>$0</td>
</tr>
<tr>
<td>6</td>
<td>Medical and health care payments</td>
<td>$0</td>
</tr>
<tr>
<td>7</td>
<td>Nonemployee compensation</td>
<td>$0</td>
</tr>
<tr>
<td>8</td>
<td>Substitute payments in lieu of dividends or interest</td>
<td>$0</td>
</tr>
<tr>
<td>9</td>
<td>Payer made direct sales of $5,000 or more of consumer products to a buyer (recipient) for resale</td>
<td>$0</td>
</tr>
<tr>
<td>10</td>
<td>Crop insurance proceeds</td>
<td>$0</td>
</tr>
<tr>
<td>11</td>
<td>State income tax withheld</td>
<td>$0</td>
</tr>
<tr>
<td>12</td>
<td>State/Payer's state number</td>
<td>2nd TIN Not.</td>
</tr>
</tbody>
</table>

Do NOT Cut or Separate Forms on This Page

Department of the Treasury - Internal Revenue Service

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5-17 IRS Form 1096 Annual Summary and Transmittal of U.S. Information Returns

Instructions

Purpose of Form.—Use this form to transmit paper Forms 1099, 1098, 5498, and W-2G to the Internal Revenue Service. DO NOT USE FORM 1096 TO TRANSMIT MAGNETIC MEDIA. See Form 4804, Transmittal of Information Returns Reported on Magnetic Media.

Use of Preprinted Label.—If you received a preprinted label from IRS with Package 1099, place the label in the name and address area of this form inside the brackets. Make any necessary changes to your name and address on the label. However, do not use the label if the taxpayer identification number (TIN) shown is incorrect. Do not prepare your own label. Use only the IRS-prepared label that came with your Package 1099.

If you are not using a preprinted label, enter the filer’s name, address (including room, suite, or other unit number), and TIN in the spaces provided on the form.

Filer.—The name, address, and TIN of the filer on this form must be the same as those you enter in the upper left area of Form 1099, 1098, 5498, or W-2G. A filer includes a payer, a recipient of mortgage interest payments, a broker, a barter exchange, a person reporting real estate transactions, a trustee or issuer of an individual retirement arrangement (including an IRA or SEP), and a lender who acquires an interest in secured property or who has reason to know that the property has been abandoned.

Transmitting to IRS.—Group the forms by form number and transmit each group with a separate Form 1096. For example, if you must file both Forms 1096 and Forms 1099-A, complete one Form 1096 to transmit your Forms 1098 and another Form 1096 to transmit your Forms 1099-A. Also submit a separate Form 1096 for each type of corrected form.

Box 1 or 2.—Complete only if you are not using a preprinted IRS label. Individuals not in a trade or business must enter their social security number in Box 2; sole proprietors and all others must enter their employer identification number in Box 1. However, sole proprietors who are not required to have an employer identification number must enter their social security number in Box 2.

Box 3.—Enter the number of forms you are transmitting with this Form 1096. Do not include blank or voided forms or the Form 1096 in your total. Enter the number of correctly completed forms, not the number of pages, being transmitted. For example, if you send one page of three-to-a-page Forms 5498 with a Form 1096 and you have correctly completed two Forms 5498 on that page, enter 2 in Box 3 of Form 1096.

Box 4.—Enter the total Federal income tax withheld shown on the forms being transmitted with this Form 1096.

Box 5.—No entry is required if you are filing Form 1099-A or 1099-G. For all other forms, enter the total of the amounts from the specific boxes of the forms listed below:

For Paperwork Reduction Act Notice, see the separate instructions for Forms 1099, 1098, 5498, and W-2G.
ARTICLES OF INCORPORATION

OF

MONTANA STITCHERY, INC.

I, the undersigned, desiring to form a corporation for the purpose hereinafter set forth, do hereby, pursuant to and in conformity with the laws of the State of Montana, promulgate and adopt the following Articles of Incorporation:

I.

The name of the corporation shall be:

Montana Stitchery, Inc.

II.

The period of duration of this corporation shall be perpetual.

III.

The purposes for which this corporation is organized are as follows:

(a) To engage in the design and manufacturing of original fabric or leather bags, cases, packs, and any other containers or products, and to market these products to the public, wholesalers, and/or retailers.

(b) To provide design and manufacturing services to clients for the purpose of manufacturing the clients products for their subsequent marketing by said client.

(c) To acquire by purchase, lease, rental or otherwise, lands and interests in lands, improved or unimproved, and own, hold, improve, develop, plat, subdivide, rent, lease, operate and manage any real estate so acquired, and to erect or cause to be erected on any lands owned, held or occupied by the corporation, buildings, or other structures, with their appurtenances, and to manage, operate, rent, lease, rebuild, enlarge, alter or improve any buildings or other structures now or hereafter erected on any land so owned, held, or occupied, and any facilities, stores, shops, suites, rooms or parts of any buildings or other structures at any time owned, leased, rented or otherwise held by the company, and to invest, trade, deal in, sell, convey, encumber or otherwise dispose of any lands or interest in lands and any buildings and other structures.
(d) To engage in conduct and carry on a general mercantile business, at wholesale or retail or both; to acquire by purchase, lease, manufacture or otherwise, goods, commodities, wares, merchandise and personal property of every kind and description, and to own, use, trade, deal in, lease, sell, assign, transfer, encumber, pledge and otherwise utilize, invest in and dispose of the same.

(e) To engage in any and all manufacturing, merchandising, construction, service or transportation business of any kind or character whatsoever, and to that end, to acquire, hold, own, improve and dispose of any and all property, assets, stocks, bonds, rights, privileges and franchises, of any and every kind.

(f) To transact and carry on any and all other business which may be necessary, incidental or proper to the exercise of any or all of the aforesaid purposes of the corporation or which may tend directly or indirectly to effectuate the aforesaid objects or any of them, and to facilitate the transaction by the corporation of such said businesses or the transaction of any business which may be calculated directly or indirectly to enhance the value of the assets and the properties of the corporation.

(g) To provide and furnish services of every kind and description, whether with compensation or otherwise, and to grant to other persons or corporations the right or privilege to carry on any kind of business or businesses on any premises or properties of the company, upon such terms and conditions as this company shall prescribe.

(h) To buy, sell, deal in, exchange, encumber, pledge and discount any and all kinds of bills, notes, accounts, contracts, bonds, negotiable instruments, commercial paper and other obligations whatsoever, secured or unsecured, and to engage in the discount and finance business generally and all businesses pertaining and incidental thereto; to lend and advance money or give credit to such persons, firms, co-partnerships, societies or corporations, and on such terms as may seem expedient, and to give guarantees or become security for any such person; but nothing in these Articles of Incorporation shall be construed to give this corporation banking powers.

(i) To acquire any business, good will, rights, property and assets of all kinds, and to assume the whole or any part of the liabilities of any person, firm, association or corporation engaged in any business which this corporation is authorized to carry on, upon such terms and conditions as may be agreed on, and to pay for the same in cash, stock, bonds, debentures, notes, obligations, evidences of indebtedness or other securities of this company; to hold or in any manner dispose of the whole or any part of the property so acquired, to operate or conduct in any lawful manner the whole or any part of any business so

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acquired and to exercise all the powers necessary or convenient in, or connected with the conduct and management of such business.

(j) To make and perform contracts of any and every kind and description; to do everything necessary, suitable or proper for the accomplishment of any of the purposes, or the attainment of any of the objects or the furtherance of any of the powers herein set forth, either alone or in association with other corporations, firms or individuals, and to do every act or acts, thing or things, incidental or appertaining to or growing out of or connected with the aforesaid purposes, objects or powers, or any thereof, provided the same not be inconsistent with the laws under which this corporation is organized.

(k) To purchase or otherwise acquire, and to own, hold, sell, assign, transfer, encumber, pledge, or otherwise dispose of or deal with any bonds or other securities or evidences of indebtedness created or issued by itself or any other corporation or association, and any shares of the capital stock or itself or any other corporation or association, and while owner thereof to exercise all the rights, powers and privileges of ownership.

(l) To the extent authorized by law, to use and apply its capital, capital surplus, other surplus, earnings or accumulated profits to the purchase or acquisition of property, and the purchase or acquisition of its own capital stock from time to time, and to such extent and in such manner, and upon such terms as its Board of Directors shall determine.

(m) To borrow money for the business of the company and for the purpose of raising money necessary for the transaction of the business of the corporation or for any of its purposes, or the acquisition of property, or to secure any indebtedness of said company, or for any other purpose, to issue bonds, debentures, notes or other obligations or evidences of indebtedness, and to secure the same by mortgage, security interest or pledge of any part or all the property of the company, whether real or personal, or both.

(n) To issue bonds, debentures or other obligations convertible into shares of any class, in the amounts and on such terms and conditions as may be provided by resolutions of the Board of Directors.

(o) To the extent authorized by law, to declare and pay dividends out of depletion reserves, and to make distributions to its shareholders out of capital surplus, in such amounts and on such terms and conditions as may be provided by resolutions of the Board of Directors.

(p) The foregoing clauses shall be construed as both objects and powers; and it is hereby expressly provided that the foregoing enumeration of specific powers
shall not be construed as limiting or restricting in any manner the powers of the company.

IV.

The aggregate number of shares which this corporation shall have authority to issue is fifty thousand (500,000). Such shares are to consist of one class only, and all of such shares are and shall be $1.00 par value.

V.

The address of the initial registered office of this corporation is 301 West Main Street, Central City, Montana 59701, and the name of the initial registered agent of this corporation at such address is Timothy Leader.

VI.

The number of Directors constituting the initial Board of Directors of this corporation shall be three. The name and addresses of the persons who are to serve as Directors until the first annual meeting of shareholders or until their successors are elected and qualify are as follows:

<table>
<thead>
<tr>
<th>Timothy Leader</th>
<th>Jeffery Workman</th>
<th>Innus N. Vestor</th>
</tr>
</thead>
<tbody>
<tr>
<td>301 West Main Street</td>
<td>1435 White Avenue</td>
<td>4500 Prestige Ave</td>
</tr>
<tr>
<td>Central City, MT 59991</td>
<td>Central City, MT 59991</td>
<td>Billings, MT 59101</td>
</tr>
</tbody>
</table>
The name and address of the incorporator are as follows:

Timothy Leader
301 West Main Street
Central City, MT  59991

WITNESS my hand this ___________ day of ___________, 1990.

__________________________
Incorporator

STATE OF MONTANA        ss:  
County of Columbia        

On this _______ day of ____________, 1990, before me, ____________________, a Notary Public for the State of Montana, personally appeared Timothy Leader, known to me to be the person whose name is subscribed to the within instrument, and as acknowledged to me that he executed the same.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed my Notarial Seal the day and year in the certificate above written.

__________________________
Notary Public for the State of Montana
Residing at Central City, Montana

(My commission expires: _______________)

(Noteary Seal)
BY-LAWS OF
MONTANA STITCHERY, INC.

ARTICLE I

SHAREHOLDERS

Section 1. PLACE OF HOLDING MEETINGS. All meetings of the shareholders shall be held at the office of the corporation in the State of Montana.

Section 2. VOTING. Shareholders having the right to vote shall be entitled to vote at meetings either in person or by proxy appointed by instrument in writing subscribed by the shareholder or by his duly appointed attorney. Each shareholder shall be entitled to one vote for each share of stock registered in his name on the books of the corporation; provided, however, that at each meeting after the first meeting of the shareholders no stock shall be voted which shall have been transferred on the books of the corporation within twenty days next preceding such meeting.

Section 3. QUORUM. Except as provided by law, any number of shareholders together holding a majority of the stock issued and outstanding and entitled to vote thereat, who shall be present either in person or by proxy at any meeting duly called, shall constitute a quorum for the transaction of business.

Section 4. ADJOURNMENT OF MEETING. If less than a quorum shall be in attendance at any time for which the meeting shall be called, the meeting may, after the lapse of a least an hour, be adjourned from time to time by a majority vote of the shareholders present or represented and entitled to vote thereat, until a quorum be present.

Section 5. ANNUAL ELECTION OF DIRECTORS. The annual meeting of shareholders for the election of directors and the transaction of other business shall be held on the 15th day of January of each year, at the hour of 9:00 a.m.; provided, that if such meeting date shall fall upon a legal holiday, then the meeting shall be held upon the next succeeding business day.

Section 6. SPECIAL MEETINGS, HOW CALLED. Special meetings of the shareholders for any purpose or purposes may be called by the President, and shall be called upon the written request of a majority of the directors or of a majority in interest of the shareholders entitled to vote.

Section 7. MANNER OF VOTING. At all meetings of shareholders all questions, except as otherwise expressly provided by statute or by these by-laws, shall be determined by a majority vote of the shares held by shareholders present in person or by proxy and entitled to vote; provided, however, that any qualified voter may demand a vote by ballot; and in that case, such vote shall immediately be taken.

Section 8. NOTICE OF MEETING. Written or printed notice, stating the time and place of meeting, and in the case of special meetings, the general nature of the business to be considered, shall be given by the Secretary to each shareholder entitled to vote at the meeting, by delivering the same in person or by depositing the same in the United States mail, properly stamped and prepaid and addressed to said shareholder at his last post office address, as shown by the records of the corporation, at least ten (10) days before the meeting. No business other than that stated in the notice of a special meeting shall be transacted at such special meeting without the unanimous consent of all the shareholders entitled to vote at such meeting.

Section 9. DELAYED ANNUAL MEETING. Whenever the annual meeting of shareholders for the
ARTICLE II
DIRECTORS

Section 1. NUMBER OF DIRECTORS. The number of directors shall be three.

Section 2. CHANGE IN NUMBER OF DIRECTORS. The number of directors may from time to time be changed by amendment of Article II, Section 1 of these By-Laws.

Section 3. FIRST MEETING. The newly elected directors may hold their first meeting for the purpose of organization and the transaction of business, if a quorum be present, immediately after the annual meeting of the shareholders, without notice; or the time and place of such meeting may be fixed by consent in writing of all the directors.

Section 4. ELECTION OF OFFICERS. At such meeting the directors shall elect a President, one or more Vice-Presidents, a Secretary and a Treasurer. The President and Vice-Presidents shall be directors. Each officer shall hold office until the next annual election of officers, and until his successor is elected and qualified. In case such successor shall not be elected at such annual organization meeting, he may be chosen at any subsequent meeting of directors, or by unanimous resolution of the directors acting without a meeting.

Section 5. REGULAR MEETINGS. Regular meetings of the directors shall be held without notice on the 1st of each month, at the hour of 9:30 o'clock A.M.; provided, that if such meeting date shall fall upon a legal holiday, then the meeting shall be held upon the next succeeding business day.

Section 6. SPECIAL MEETINGS. Special meetings of the directors may be called by the President or Secretary on his own initiative, and shall be called on the written request of any two directors; and two days actual notice thereof shall be given to each director.

Section 7. QUORUM. A majority of the directors shall constitute a quorum for the transaction of business.

Section 8. PLACE OF MEETING. The directors may hold meetings and have one or more offices, and keep the books of the corporation outside of the State of Montana, at any office or offices of the corporation, or at any other place as they may from time to time by resolution determine.

Section 9. GENERAL POWERS OF DIRECTORS. The Board of Directors shall have oversight over the management of the business of the corporation, and, subject to the restrictions imposed by law, by the articles of incorporation, or by these By-Laws, may exercise all the powers of the corporation.

Section 10. SPECIFIC POWERS OF DIRECTORS. Without prejudice to such general powers it is hereby expressly declared that the directors shall have the following powers, to-wit:

(a) To make and change regulations, not inconsistent with these By-Laws, for the management of the corporation's business and affairs.
(b) To adopt and alter a common seal of the corporation.

(c) To purchase or otherwise acquire for the corporation any property, rights, or privileges which the corporation is authorized to acquire, and dispose of or otherwise deal with the same.

(d) To pay for the property purchased for the corporation either wholly or partly in money, stock, bonds, debentures or other securities of the corporation.

(e) To fix and from time to time change the consideration for which shares of the capital stock of the corporation may be issued and sold.

(f) To borrow money and to make and issue notes, bonds and other negotiable and transferable instruments, mortgages, deeds of trust and trust agreements, and to sell, lease, exchange or otherwise dispose of property and assets, with or without the good will, of the corporation, upon such conditions, and for such consideration, which may consist in whole or in part or money or property, real and personal, including shares of any other corporation, domestic or foreign, as shall be authorized by the Board of Directors, and to do every act and thing necessary to effectuate the said powers and either and all thereof.

(g) To remove any officer at any time with or without cause and with or without notice, and in their discretion, from time to time, to devolve the powers and duties of any officer upon any other person for the time being.

(h) To appoint and remove or suspend such subordinate officers, agents, or factors as they may deem necessary and to determine their duties, and to fix, and from time to time change, their salaries or remuneration, and to require security as and when they think fit.

(i) To confer upon any officer of the company the power to appoint, remove and suspend subordinate officers, agents and factors.

(j) To determine who shall be authorized on the corporation’s behalf to make and sign bills, notes, acceptances, endorsements, checks, releases, receipts, contracts and other instruments.

(k) To determine who shall be entitled to vote in the name and behalf of the corporation upon, or to assign and transfer, any shares of stock, bonds, or other securities of other corporations, or of itself, held by this corporation.

(l) To delegate any of the powers of the Board in relation to the ordinary business of the corporation to any officer or officers, to be exercised between meetings of the directors.

(m) To call special meetings of the shareholders for any purpose.

Section 11. COMPENSATION OF DIRECTORS. Directors shall not receive any stated salary for their services as directors, but by resolution of the board a fixed fee and expenses of attendance may be allowed for attendance at each meeting. Nothing herein contained shall be construed to preclude any directors from serving the corporation in any other capacity as an officer, agent or otherwise, and receiving compensation therefor.

Section 12. INDEMNIFICATION OF DIRECTORS AND OFFICERS. Each director and each officer of this corporation, and each person who may have served at the request of this corporation as a director or officer, or both, of another corporation in which this corporation owns or may own shares of capital stock or of which it is or may be a creditor, shall in consideration of his services be indemnified, whether
then in office or not, against any and all claims, liabilities, expenses and costs reasonably incurred by him in connection with the defense, comprise or settlement of any action, suit or proceedings, civil or criminal, in which he is made a party by reason of being or having been such director or officer, or by reason of any act or omission to act as such director or officer, provided that he shall not have been derelict in the performance of his duty as to the matter or matters in respect of which such claim is asserted or such action, suit or proceeding brought. the foregoing right of indemnification shall not be exclusive of any other rights to which any officer or director may be entitled as a matter of law.

ARTICLE III

OFFICERS

Section 1. The officers of the corporation, in addition to the directors, shall be a President, one or more Vice-Presidents, a Secretary and a Treasurer; one person may hold the offices of Secretary and Treasurer, or Vice-President and Secretary, or Vice-President and Treasurer.

Section 2. PRESIDENT. The President shall be the chief executive and administrative officer of the corporation. He shall when present preside at all meetings of the directors, and act as temporary chairman at and call to order all meetings of the shareholders; he shall have power to call special meetings of the shareholders and of the directors for any purpose or purposes, to appoint and discharge, subject to approval of the directors, the employees and agents of the company and fix their compensation, and to make and sign contracts and agreements in the name and behalf of the corporation, and while the directors are not in session he shall have general management and control of the business and affairs of the corporation; he shall see that the books, reports, statements and certificates required by the statutes of Montana or those of any other jurisdiction in which business is transacted by the corporation, are properly kept, made and filed according to law; and he shall generally do and perform all acts incident to the office of the President or which are authorized or required by law.

Section 3. VICE-PRESIDENTS. The Vice-Presidents shall be vested with all the powers and shall perform all the duties of the President in the absence of disability of the latter, unless or until the directors shall otherwise determine. They shall have such other powers and perform such other duties as shall be delegated to them by the President or Board of Directors. Whenever there shall be two or more Vice-Presidents in office, then in case of the absence or disability of the President, his powers and duties shall devolve upon the Vice-Presidents in the order of their election, or if elected simultaneously, in the order designated by the Board of Directors.

Section 4. SECRETARY. The Secretary shall give, or cause to be given, notice of all meetings of shareholders and directors, where necessary, and all other notices required by law or by these By-Laws, and in case of his absence or refusal or neglect so to do, any such notice may be given by any person thereunto authorized or directed by the President, or by the Directors or shareholders upon whose requisition the meeting is called. He shall record all the proceedings of the meeting of the shareholders and directors in a book to be kept for that purpose, and shall perform such other duties as may be assigned to him by the Directors or the President. He shall have the custody of the seal of the corporation and shall affix the same to all instruments requiring it , when authorized by the Directors of the President, and attest the same.

Section 5. TREASURER. The Treasurer shall have the custody of all funds, securities, evidence of indebtedness and other valuable documents of the corporation; he shall receive and give or cause to be given receipts and acquittances for moneys paid in on account of the corporation and shall pay out of the funds on hand all just debts of the corporation or whatever nature upon maturity of the same; he shall enter or cause to be entered in books of the corporation to be kept for that purpose full and accurate accounts
of all moneys received and paid out on account of the corporation, and whenever required by the President or the Directors, he shall render a statement of his cash accounts; he shall keep or cause to be kept such other books as will show a true record of the expenses, losses, gains, assets and all liabilities of the corporation; he shall, unless otherwise determined by the directors, have charge of the original stock books, transfer books and stock ledgers and act as transfer agent in respect of the stock and securities of the corporation; and he shall perform all of the duties incident to the office of Treasurer. When required by the Board of Directors he shall give the corporation a bond for the faithful discharge of his duties in such amount and with such surety as the board may prescribe.

ARTICLE IV

RESIGNATIONS; FILLING OF VACANCIES

Section 1. RESIGNATIONS. Any director, member of a committee or other officer may resign at any time. Such resignation shall be made in writing, and shall take affect at the time specified therein, and if no time be specified, at the time of its receipt by the President or Secretary. The acceptance of a resignation shall not be necessary to make it effective.

Section 2. FILLING OF VACANCIES. If the office of any director or other officer becomes vacant, the directors in office may appoint any qualified person to fill such vacancy, who shall hold office for the unexpired term and until his successor shall be elected or appointed and qualified.

ARTICLE V

CAPITAL STOCK

Section 1. ISSUE OF CERTIFICATES. The President shall cause to be issued to each shareholder one or more certificates, under the seal of the corporation, signed by the President or Vice-President and the Treasurer or Secretary, certifying the number of shares owned by him in the corporation.

Section 2. TRANSFER OF SHARES. The shares of stock of the corporation shall be transferable only upon the books of the corporation by the holders thereof in person or by their duly authorized attorneys or legal representatives, and upon such transfer the old certificates shall be surrendered to the corporation by the delivery thereof to the person in charge of the stock and transfer books and ledgers, or to such other person or corporation as the directors may designate as Register or Transfer Agent, by whom they shall be cancelled, and new certificates shall be thereupon issued. A record shall be made of each transfer, and a duplicate thereof mailed to the principal office in Montana, if made elsewhere, and wherever a transfer shall be made for collateral security, and not absolutely, it shall be so expressed in the entry of the transfer.

Section 3. DIVIDENDS. The directors may declare dividends from the surplus or net profits arising from the business of the corporation, and from reserves when allowed by law, as and when they deem expedient. Before declaring any dividend there may be reserved out of accumulated profits or reserves a such sum or sums as the directors from time to time in their discretion think proper for working capital or as a reserve fund to meet contingencies or for equalizing dividends, or for such other purposes as the directors shall think conducive to the interests of the corporation. The directors shall not close the transfer books but may set a record date upon which the transfer agent will take a record of all shareholders entitled to the dividend without actually closing the books for transfer of stock.
ARTICLE VI

MISCELLANEOUS PROVISIONS

Section 1. CORPORATION SEAL. The Corporate Seal shall be circular in form and shall contain the name of the corporation and the words, "Corporation Seal Montana."

Section 2. PRINCIPAL OFFICE. The principal office shall be established and maintained at 301 West Main Street, Central City, Montana 59991.

Section 3. CHECKS, DRAFTS AND NOTES. Until otherwise ordered by the Board of Directors, all checks, drafts and other orders for the payment of money, and notes or other evidences of indebtedness issued in the name of the corporation shall be signed by any one of the President, a Vice-President or the Treasurer.

Section 4. AMENDMENTS. The Board of Directors, by the affirmative vote of a majority of the directors, may at any meeting amend, alter, or repeal any of these By-Laws, or adopt new By-Laws; provided, however, that in the case of special meetings the substance of the proposed amendment shall have been stated in the notice of the meeting.

CERTIFICATION OF ADOPTION OF BY-LAWS

I, the undersigned, as Secretary of Progressive Communications, Inc., a Montana corporation, do hereby certify that the above and foregoing By-Laws were duly adopted as the By-Laws of said corporation by the Board of Directors by resolution adopted on _________________________.

Secretary
PARTNERSHIP AGREEMENT

Tim Leader (hereinafter Tim), Jeff Workman (hereinafter Jeff), and Innus N. Vertor (hereinafter Innus), of Silver Bow County, in the State of Montana, agree as follows:

1. To voluntarily associate themselves together as General Partners for the purpose of conducting the general business of manufacturing nylon and leather bags and other such related activities as may pertain to same. The scope of this partnership shall not be limited to any one specific field of endeavor and may be expanded at any future time by agreement of both Partners.

2. The name of the partnership shall be Montana Stitchery.

3. Said partnership shall commence on the execution of this Agreement and shall continue until dissolved by mutual agreement of the parties or terminated as herein provided.

4. The principal places of business of the Partnership shall be at 100 Main Street, Central City, Montana, and such other place or places as may be mutually agreed on by the parties hereto.

5. The initial capital of said partnership shall consist of computer equipment valued at $5,000 and cash of $5,000 from Tim, $10,000 in cash from Jeff, and $20,000 from Innus, totalling Forty Thousand dollars ($40,000).

6. Partnership income shall come from the following sources:
   - Sales of Nylon and leather Bags;
   - Interest on partnership funds deposited in interest bearing accounts;
   - and any other source that may presently or in the future realize income through the joint efforts of the partners.

7. No partner shall withdraw any portion of the capital of the Partnership, borrow against any asset of the Partnership, or otherwise encumber any asset of the Partnership without the express written consent of the other Partners.

8. Any net profits or losses that may accrue to the Partnership shall be distributed to or be borne by the Partners in proportion to their initial investment as described in part 5, that is Twenty-Five Percent (25%) for Tim, Twenty-Five Percent (25%) for Jeff, and Fifty Percent (50%) for Innus: It is understood that each of the Partners be responsible for any encumbrances, taxes, insurance and other expenses related to the operation of said business in the same proportions as profit and losses.

9. The partnership shall maintain checking or other accounts in such bank or banks as the Partners shall determine, and all funds received by the firm shall be deposited. Withdrawals shall require both partners' signatures.

10. At all times during the continuance of the Partnership, the Partners shall keep accurate books of account in which all matters relating to the Partnership, including all income, expenditures, assets and liabilities thereof, shall be entered. Said books shall be kept on a cash or accrual basis and shall be open to examination by either Partner at any time.

11. The fiscal year of the Partnership shall end on the 31st day of December of each year.
12. A complete accounting of the Partnership affairs as of the close of business on the last day of each calendar month of each year shall be rendered to each Partner within ten (10) days after the close of each such month. On each accounting being made, the net profits and losses of the Partnership shall be distributed to the Partners as herein provided or by subsequent agreement. Except as to manifest errors brought to the other Partner within thirty (30) days after its rendition, each such accounting shall be final and conclusive as to the Partners.

13. The interest in the overall good of the Partnership shall take precedence over the individual interest of a Partner.

14. In general, the responsibilities of the Partners shall be as follows:
   Tim: Shall be responsible for the general management of the company, marketing, overseeing operations, and scheduling of work efforts.
   Jeff: Shall be responsible for the financial management of the company including funds management, payroll, taxes, invoicing, collections, and complying with all governmental regulations regarding employee withholding, taxes, insurance, and all other financial and fiduciary responsibilities.
   Innus: Shall have no responsibilities in the day to day operations, but shall participate in overall company goals and strategies.

15. Each Partner shall devote such time as may be necessary to carry out the Partnership business, it being specifically understood that the Partners will utilize their best efforts to divide the responsibilities for the operation of the Partnership on an equal basis.

16. Each Partner shall have an equal voice in the management of the Partnership and shall have authority to bind the Partnership in making contracts and incurring obligations in the name and on the credit of the firm. Provided, however, no Partner shall incur any obligations in the name or on the credit of the firm exceeding FIVE-HUNDRED DOLLARS ($500.00) without the express written consent of the other Partners. Any obligation incurred in violation of this provision shall be charged to and collected from the individual Partner incurring such obligation.

17. No Partner shall be entitled to a salary unless otherwise agreed to by a subsequent agreement.

18. The term "net profits" as used in this Agreement shall mean the net profits of the Partnership as determined by generally accepted cash accounting principals for each accounting period provided for in this Agreement.

19. Any Partner may withdraw from the Partnership at the end of any accounting period by giving the other Partner thirty (30) days' written notice of his intention to do so.

20. On dissolution of the Partnership by the death, withdrawal, termination or other act of any Partner, the remaining Partners may continue the Partnership business by purchasing the interest of the other Partner in the assets and goodwill of the Partnership and the remaining Partners shall have the option to purchase such interest of the other Partner by paying to such Partner or his personal representative the value of such interest
determined as provided in Paragraph 21 of this Agreement.

21. On exercise of the option described in Paragraph 20 of this Agreement to purchase the Partnership interest of a deceased, withdrawing, or terminated Partner, the remaining Partners shall pay to the person legally entitled thereto the value of such interest as shown on the last regular accounting, per appraisal, of the Partnership preceding such dissolution together with the full unwithdrawn portion of such deceased, withdrawing, or terminated Partner's distributive share of any net profits earned by the Partnership between the date of such accounting and the date of the dissolution of the Partnership.

22. Should the Partnership be dissolved by the death of either Partner, the remaining Partners shall have ninety (90) days from the date of the death of the deceased Partner to purchase the interest of the deceased Partner in the Partnership and to pay to the personal representative of such deceased Partner the value as provided in Paragraph 21 of this Agreement. During such ninety (90) day period following the death of either Partner, the remaining Partners may continue the business of the Partnership but the estate or personal representative of the deceased Partner shall not be liable for any obligations incurred in the Partnership business during such period beyond the amount includable in the estate of the deceased Partner already invested or involved in the Partnership on the date of the deceased Partner's death. The estate of the deceased Partner shall be entitled, at the election of the personal representative of the deceased Partner, to either the respective proportion of the net profits earned by the Partnership business during the thirty (30) day accounting period or, to interest in the Partnership business at the rate of Ten Percent (10%) per annum on the value of such interest determined as provided in Paragraph 21 of this Agreement.

23. On any purchase and sale being made pursuant to the provisions of Paragraph 20, 21, or 22 of this Agreement, the remaining Partner shall assume all obligations of the Partnership and shall hold the withdrawing Partner, the personal representative and estate of a deceased Partner, and the property of any such withdrawing or deceased Partner free and harmless from all liability for such obligations. Further, the remaining Partner, at his own cost and expense, shall immediately cause to be prepared, filed, served, and published all such notices as may be required by law to protect the withdrawing Partner or the personal representative or estate of a deceased Partner from liability for the future obligations of the Partnership business.

24. On dissolution of the Partnership other than as provided in Paragraphs 20, 21, and 22 of this Agreement, the affairs of the Partnership shall be wound up, the assets of the Partnership liquidated, all debts paid, and the surplus divided among the partners according to their net worths in the Partnership business.

25. The Partners agree to determine a net worth of the Partnership business at the end of each fiscal year based upon standard accounting and business appraisal principles. This value will serve as an established market value of the business for the purposes of a deceased, withdrawing, or terminated Partner. The Partners agree that any discrepancy as to the value of the business shall be determined by a third party arbitrator within ninety (90) days from the death, withdrawal or termination of said Partner.

26. Any and all notices between the parties provided for or permitted under this
Agreement or by law shall be in writing and shall be deemed duly served when personally delivered to a Partner, or, in lieu of such personal service, when deposited in the United States mail, certified, postage prepaid, addressed to such Partner at the address of the principal place of business and signed copy thereof shall be filed and kept with the books of the Partnership.

27. On all monthly accountings provided for in this Agreement, the goodwill of the Partnership business shall be valued at One Dollar ($1.00) and no more.

28. This instrument contains the sole and only agreement of the parties relating to their Partnership and correctly sets forth the rights, duties, and obligations of each to the other in connection therewith as of its date. Any prior agreements, promises, negotiations, or representations not expressly set forth in this agreement are of no force or effect.

Executed on ________________ at ____________________________

________________________

________________________

________________________

State of ____________________________

County of ____________________________

Before me, the undersigned authority, personally appeared

__________________________________, ____________________________________, and

__________________________________, who, after being
duly sworn, acknowledged execution of the preceding instrument.

Sworn to and subscribed before me this ______ day of ____________.

19____.

Notary Public

My commission expires: ____________________________
MINUTES OF ORGANIZATION MEETING
OF BOARD OF DIRECTORS OF MONTANA STITCHERY, INC.
June 1, 1992

The organization meeting of the board of directors of Montana Stitchery, Inc., a Montana corporation, was held at Central City, Montana, on June 1, 1992 on Monday, at 1:00 PM, pursuant to call thereof by the incorporator and waiver of notice thereof by the director, which Call and Waiver, marked Exhibit "A" is hereby annexed. Tim Leader, Jeffery Workman, and I.N. Vestor, being the initial directors, were all present and participated in the meeting.

Tim Leader acted as chairman and designated Mary Leader to act as secretary of the meeting.

Tim Leader was nominated for the position of Chairman of the Board. There being no further nominations, it was moved and unanimously carried that said nominee be elected to said position.

The chairman presented a proposed code of By-laws, a copy of which, Marked Exhibit "B", is attached to these minutes. After examination of said proposed By-laws by the directors, and general discussion, it was moved, seconded, and unanimously carried that the following resolution be adopted, to-wit:

"BE IT HEREBY RESOLVED, that the proposed code of By-laws presented to this meeting be and is hereby adopted as the By-laws of this corporation."

The next order of business being the election of officers, Tim Leader was nominated for the office of president, Jeff Workman for the office of vice president, Mary Leader for the office of secretary, and Jeff Workman for the office of treasurer. There being no further nominations for any of the said offices, it was moved and unanimously carried that the nomination for each of said offices be closed, and that the secretary of the meeting be directed to cast the unanimous ballot of the directors for the election of each said nominee for said respective offices. That having been done, the chairman declared Tim Leader elected as president, Jeff Workman as vice president, Mary Leader as secretary, and Jeff Workman as treasurer of the corporation, to serve until their respective successors are elected and qualified.

The next order of business was a discussion of a depository for the funds of the corporation. After further discussion, it was moved, seconded, and unanimously carried that the following resolution be adopted to-wit:

"RESOLVED, That the Montana Bank of Central City is hereby designated as a depository for the funds of this corporation, and any officer or other person
hereinafter named is hereby authorized for and on behalf of this corporation to open or continue an account or accounts with said Bank and to execute and deliver to said Bank signature card or cards supplied by said Bank containing specimen signatures of officers or other persons hereinafter named and assenting to said Bank’s Rules and Regulations Governing Bank Accounts, and that any officer or other person hereinafter named is hereby authorized for and on behalf of this corporation to endorse or cause to be endorsed and to deposit or cause to be deposited in such account or accounts from time to time checks, drafts and other instruments and funds payable to or held by this corporation.

"RESOLVED, That checks, drafts and other withdrawal orders and any and all other directions and instructions of any character with respect to funds of this corporation now or hereafter with said Bank may be signed by any one of the following:

Tim Leader
Jeff Workman

and said Bank is hereby fully authorized to pay and charge to such account or accounts any checks, drafts and other withdrawal orders so signed, and to honor any directions or instructions so signed, whether or not payable to the individual order of or deposited to the individual account of or inuring to the individual benefit of any of the foregoing officers or persons.

"RESOLVED, That both of the following:

Tim Leader and
Jeff Workman

hereby are authorized, for and on behalf of this corporation, at any time or from time to time to borrow money from said Bank in such amounts, at such rate or rates of interest and upon such terms as they may see fit; to execute and deliver notes or other evidences of indebtedness of this corporation therefor, and extensions and renewals thereof; to sell, assign, transfer, mortgage, pledge or otherwise hypothecate to said Bank any bills receivable, accounts, contracts, warehouse receipts, bills of lading, stocks, bonds, chattels, real estate or other property of this corporation as security; to give guaranties and other undertakings to said Bank; to discount with said Bank bills receivable of this corporation and to authorize modifications and extensions with respect thereto and to waive demand presentment, protest and notice of dishonor; and to do, authorize and agree to any and all other things at any time or from time to time in connection with any of the foregoing as they may deem appropriate.

"RESOLVED, That Said Bank shall be entitled to rely upon a certified copy of these resolutions until written notice of modification or rescission has been furnished to and received by said Bank."
The chairman stated that Tim Leader has offered to transfer to this corporation a computer plus $5,000 cash in exchange for 2,000 shares of the capital stock of this corporation; that Jeff Workman has offered to transfer to this corporation $10,000 cash in exchange for 2,000 shares of the capital stock of this corporation; that Innus N. Vestor has offered to transfer to this corporation $25,000 cash in exchange for 5,000 shares of the capital stock of this corporation; all stock to be at $5.00 per share and to be issued as fully paid and non-assessable. After further discussion, it was moved, seconded and unanimously carried that the following resolution be adopted, to-wit:

"BE IT HEREBY RESOLVED, That this corporation purchase from Tim Leader the computer plus $5,000 cash in exchange for said 2,000 shares of capital stock of this corporation; that this corporation purchase from Jeff Workman $10,000 cash in exchange for said 2,000 shares of capital stock of this corporation; and that this corporation purchase from Innus N. Vestor $25,000 cash in exchange for said 5,000 shares of capital stock of this corporation.

"BE IT FURTHER HEREBY RESOLVED, that Tim Leader’s equity in the said properties be and hereby found to be of a true value of $10,000; and that in payment for said interest of Tim Leader this corporation issue to Tim Leader 2,000 shares each of its capital stock, upon receipt of conveyances and assignment of the said property; that in payment for said interest of Jeff Workman this corporation issue to Jeff Workman 2,000 shares each of its capital stock, upon receipt of conveyances and assignment of the said $10,000 cash; and that in payment for said interest of Innus N. Vestor this corporation issue to Innus N. Vestor 5,000 shares each of its capital stock, upon receipt of conveyances and assignment of the said $25,000 cash.

"BE IT FURTHER HEREBY RESOLVED, That the said capital stock when issued shall be fully paid and non-assessable.

"FURTHER RESOLVED, That the officers of the corporation be and are hereby authorized and directed to make, execute and deliver any and all instruments and to perform any and all acts which shall in their judgment be necessary and proper to give effect to this resolution."

It was stated that in connection with the authorization and issuance of said stock, it would be advisable to take advantage of the provisions of Section 1244 of the Internal Revenue Code 1954 and regulations issued thereunder, and for that purpose to adopt a plan to issue Section 1244 stock. After discussion, it was moved, seconded and carried that the following resolutions to be adopted, to-wit:

"BE IT HEREBY RESOLVED, that the following plan be and the same is hereby adopted by this corporation, to-wit:

'Plan to issue Section 1244 stock.'

'1. The plan as herein set forth, after its adoption by the board of directors of this corporation, shall become effective June 1, 1992.
'2. The corporation is authorized to offer and issue 9,000 shares of its capital stock at a price of $5.00 per share, and all of said stock shall be issued subsequent to the date and time as of which the plan becomes effective.

'3. The corporation shall offer and issue such 9,000 shares of capital stock from and after the effective date and time of this plan, until May 31, 1994, or until the date and time when the corporation shall make any subsequent offering of capital stock, whichever termination date shall sooner occur.

'4. During such period as set forth in paragraph 3 of this plan, the corporation shall offer and issue only the capital stock included in this plan and no other capital stock.

'5. The maximum amount to be received by the corporation in consideration of the stock to be issued pursuant to this plan shall be $45,000.00.

'6. The capital stock to be issued pursuant to this plan shall be issued only for cash and other property (other than stock or securities).

'7. All such other actions shall be taken by the corporation as shall be appropriate to qualify the stock to be offered and issued pursuant to this plan as "Section 1244 Stock", as such term is defined in the Internal Revenue Code and the regulations issued thereunder.

"BE IT FURTHER HEREBY RESOLVED, that there is hereby authorized to be issued by this corporation pursuant to the terms of the foregoing plan, 9,000 shares of the capital stock of this corporation at a price of $5.00 per share, and that all of said capital stock when issued and paid for shall be fully paid and non-assessable;

"BE IT FURTHER HEREBY RESOLVED, that the officers of this corporation be and are hereby authorized and directed to make, execute and deliver to the purchaser or purchasers of said capital stock, or their nominees, a certificate or certificates for the said shares of capital stock so purchased and sold upon receipt by this corporation of payment in full therefor;

"BE IT FURTHER HEREBY RESOLVED, that the officers of this corporation be and are hereby authorized and directed to do and perform all such acts, and to make, execute and deliver all such documents as shall in their judgement be necessary and proper to give effect to this resolution."

After further discussion, it was moved, seconded and unanimously carried that the following resolution be adopted, to-wit:

"BE IT HEREBY RESOLVED, that this corporation upon completion of the transfer of said assets to the corporation enter into and conduct a business to engage in the design and manufacturing of original fabric or leather bags, cases, packs, and any other containers or products, and to market these products to the public, wholesalers, and/or retailers; and to provide design and manufacturing
services to clients for the purpose of manufacturing the clients products for their subsequent marketing by said client;

"BE IT FURTHER HEREBY RESOLVED, that the officers of this corporation be and are hereby authorized and directed to make, execute and deliver any and all instruments and documents and to perform any and all acts, which shall in their judgment be necessary and proper to give effect to this resolution."

No further business appearing, it was moved and unanimously carried that the meeting adjourn.

APPROVED:

________________________
Chairman

ATTEST

________________________
Secretary
EXHIBIT "A"
CALL AND WAIVER OF ORGANIZATION MEETING OF
MONTANA STITCHERY, INC.
June 1, 1992

The undersigned, incorporator of Montana Stitchery, Inc., a Montana corporation, hereby calls the organization meeting of the Board of Directors, on June 1, 1992, at 1:00 PM, for the following purposes, to-wit:

1. Adoption of a code of By-laws for the corporation;

2. Election of Chairman of the board of directors;

3. Election of Officers;

4. Designation of a depository for the funds of the corporation;

5. Consideration of Tim Leader, Jeff Workman, and I.N. Vestor transferring to the corporation assets in exchange for stock;

6. Consideration and adoption of a plan for issuance of Section 1244 Stock;

DATED this 1st day of June, 1992.

INCORPORATOR

The undersigned directors hereby waives any other or further notice of said meeting, and consents to the holding thereof without other or further notice.

DATED this 1st day of June, 1992.
PROMISSORY NOTE

$10,000

July 1, 1992

As hereinafter provided Montana Stitchery, Inc., the undersigned corporation promises to pay Tim Leader of Central City, Montana, or order, the sum of Ten Thousand Dollars ($10,000) for value received, payable at Central City, Montana, plus interest upon the principle balance at the rate of Twelve percent (12%) per annum from July 1, 1992, payable on or before June 30, 1993.

Failure to pay this note in full when due shall, at the option of the holder hereof, cause the entire unpaid principle balance, plus all accrued interest, to become immediately due and payable.

The maker agrees in case of default in the payment of this note, principal of interest, to pay all costs and expenses of collecting the same, including reasonable attorney's fees to be fixed and determined by the court.

The Maker hereof and endorses hereon waives demand, protest and notice of non-payment.

Montana Stitchery, Inc.

_____________________________
As its President
TITLE: Bookkeeper/Accounting Clerk

DESCRIPTION:

This position will maintain systematic and current records of accounts and business transactions, and to prepare periodic financial statements showing all accounts receivable and accounts payable.

DUTIES AND RESPONSIBILITIES:

1. Analyze and record all accounts receivable and accounts payable transactions.
2. Balance accounts and compute interest charges.
3. Calculate company payroll.
4. Make up employees' paychecks and record payroll deductions.
5. Handle employees' check requests, advancements and purchases.
6. Record all internal financial transactions.
7. Prepare and mail customer bills.
8. Answer telephone requests regarding orders and billing.
9. Report to and follow direction of Company accountant or head bookkeeper.
10. Assist accountant in following Company's operating expenses.

JOB SPECIFICATIONS:

Education: High school diploma with additional business courses including training in bookkeeping machines, computers, business math, and office practices.

Experience: A minimum of one year experience beyond training with duties including processing payroll and accounting debit and credit transactions.

Skills: Use of a 10 key calculator by touch. Use of a personal computer accounting system and spreadsheet calculator. Accuracy and an ability to concentrate on details and numbers essential. Cooperative nature required.
Prospective Employees will not be discriminated against because of race, creed, color, sex, age, national origin or handicap.

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In Emergency Notify Phone

Have you applied for employment with us previously?
Yes __ No __ If yes: When __________ Where _______________________________

Are you available for full time work?
Yes __ No __ If not, what hours/days can you work?

Are you legally eligible for employment in the U.S.? Yes ___ No ___

How soon are you available?

How did you learn of our organization?

Special training, skills, languages, machines etc.

EDUCATION

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<th>School Name and Address</th>
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College

High

Other
5-2 Employment Application Form

EMPLOYMENT

MONTANA STITCHERY, INC.

Please complete regardless of resume, beginning with most recent Employer.
Note: We may contact Employers listed below unless you indicate otherwise.

1.)

Company Name Phone

From To

Address Dates of Employment

Start Last

Name of Supervisor Weekly Pay

Job Title and Description of Duties

Reason for Leaving

2.)

Company Name Phone

From To

Address Dates of Employment

Start Last

Name of Supervisor Weekly Pay

Job Title and Description of Duties

Reason for Leaving

3.)

Company Name Phone

From To

Address Dates of Employment

Start Last

Name of Supervisor Weekly Pay

Your Position and Description of Duties

Reason for Leaving

Do Not Contact Employer Number Reason

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APPLICANT INPUT

What could your major contribution to the Company be? ___________________________

What could the Company contribute to you? _________________________________

How could your employment with us contribute to your personal goals? _______

The information requested below is for a legally permissible reason, including, without limitation, national security considerations, legitimate occupational qualification or business necessity. Federal Law prohibits discrimination based upon ancestry, marital status, or physical or mental handicap.

Marital Status    Sex
Single____ Married____ Separated____ Divorced____ Male____ Female____

Height______________ Weight______________

Previous Address

Length at Previous Address____ yrs.____ mos.  Present Address____ yrs.____ mos.

Have you ever been bonded?____yes____ no____If yes, with which Employer____

Have you been convicted of a felony in the last 7 years?____yes____ no____
If yes, explain in full _______________________________________________________

Have you any physical handicap which prevents you from performing certain jobs?____yes____ no____If yes, describe _____________________________________________

Have you received workmen's compensation or disability income payments?____yes____no____If yes, describe _____________________________________________

APPLICATION'S SIGNATURE

I hereby declare that the information I have provided herein is correct and complete to the best of my knowledge.
I authorize the Employer to contact previous employers, except where otherwise noted, for reference and verification of statements made. I understand that this application is not a contract of employment.
I understand that if employed, any false or misleading information given in this application or in my interview(s), shall be grounds for disciplinary action, including termination.
I understand that the Employer offers Equal Opportunity treatment to all Employees and qualified applicants.
Employment with the Employer relies on the consent of both myself and the Company. It can be terminated by either party at any time.

_________________________________________  _______________________
Signature                                      Date
EMPLOYMENT CONTRACT

THIS AGREEMENT is made this _______ day of ____________, 19__, between Montana Stitchery, Inc., of Central City, Montana, and ________________, of ________________. In consideration of the mutual promises contained herein and other good and valuable considerations, it is agreed as follows:

1. The term of employment is __________________________, commencing on ________________, 19__ and ending on ________________, 19__.

2. Employee agrees to devote his entire work time as _______________ and such other duties as employer may designate from time to time. Employee shall abide by employer's rules and regulations and shall faithfully perform the duties assigned to him to the best of his ability, to devote his full and undivided time to the transaction of the Company's business, to make to the Company prompt, complete, and accurate reports of his work and expenses, to promptly remit to the Company all monies of the Company collected by him or coming into his possession, and not to engage or be engaged or be interested in any other business during the existence of this contract.

3. Employer shall pay employee the sum of ____________________ dollars ($______) per ___________, payable ________________ commencing __________________, 19__. 

4. If during the term the employee is ill or is incapacitated for more than four consecutive weeks, the employer may thereafter cease his compensation during such illness or incapacity.

5. The employee will serve a probationary period of six months during which time the employer may cancel this contract without cause by giving the employee written notice. Termination will be effective at the end of the day when such notice is received.

6. The employer may, at any time, with or without cause, terminate the employment by giving the employee written notice of such termination. Termination shall be effective when stated in such notice. If the termination is due to the fault of the employee, he shall be entitled to compensation to the date of termination. If the termination is not due to the fault of the employee, he shall be entitled to $_____________ in addition to compensation to the date of termination.

7. The employee may terminate this agreement by giving written notice ___________ in advance.

Dated: ________________, 19__
**INTERVIEW QUESTIONS: TO ASK OR NOT TO ASK**

### INAPPROPRIATE QUESTIONS

1. Do you have any physical defects?
   - **MORE APPROPRIATE QUESTIONS**
     - Do you have any physical disabilities or impediments which might in any way hinder your ability to perform the job for which you have applied?

2. Have you had any recent or past illness or operation?
   - **MORE APPROPRIATE QUESTIONS**
     - Have you had recent or past illnesses or operations which might, in any way, hinder your ability to perform the job for which you have applied?

3. What was the date of your last physical exam?
   - **MORE APPROPRIATE QUESTIONS**
     - Are you willing to take a physical exam at our expense if the nature of the job requires one?

4. Are you a U.S. citizen?
   - **MORE APPROPRIATE QUESTIONS**
     - Do you have the legal right to live and work in the U.S.?

5. Date of birth?
   - **MORE APPROPRIATE QUESTIONS**
     - Are you over 18?

6. Age?
   - **MORE APPROPRIATE QUESTIONS**
     - Are you over 18?

7. Emergency information: (Relationship)?
   - **MORE APPROPRIATE QUESTIONS**
     - Emergency information: Name, address, telephone

8. Do you possess a legal driver’s license?
   - **MORE APPROPRIATE QUESTIONS**
     - Only for applicants who desire a job driving a company vehicle: Do you possess a legal and current driver’s license?

9. What are your hobbies? Interests?
   - **MORE APPROPRIATE QUESTIONS**
     - Do you have any hobbies or interests which have a direct bearing on the job you are seeking?

10. Have you ever been arrested for a misdemeanor or felony?
    - **MORE APPROPRIATE QUESTIONS**
      - Have you, since the age of 18, ever been convicted of a misdemeanor or felony? (Note: A conviction will not necessarily bar you from employment. Each conviction will be judged on its own merits with respect to time, circumstances, and seriousness.)

11. Dates attended high school? Grammar school?
    - **MORE APPROPRIATE QUESTIONS**
      - Did you complete grammar school? High school?

12. Date graduated or last attended high school? Grammar school?
    - **MORE APPROPRIATE QUESTIONS**
      - Same as item 11.

13. In what extracurricular activities did you participate? Clubs?
    - **MORE APPROPRIATE QUESTIONS**
      - While in school, did you participate in any activities, or belong to any clubs, which have a direct bearing upon the job for which you are applying?

14. College subjects of interest?
    - **MORE APPROPRIATE QUESTIONS**
      - While in college, did you take any courses that directly relate to the job for which you are applying?

15. What salary earnings do you expect?
    - **MORE APPROPRIATE QUESTIONS**
      - If you are employed, are you willing to accept the prevailing wage for the job you are seeking?

16. Memberships (with or without EEO disclaimer)?
    - **MORE APPROPRIATE QUESTIONS**
      - Have you ever belonged to a club, organization, society, or professional group which has a direct bearing upon your qualification for the job which you are seeking?