Small Business Operations Forms

A practical workbook from inquiry to delivery, payment and review

Free working edition 0.1 | November 3, 2026 | David Tom Publishing

Use this collection to connect an inquiry, a defined piece of work, delivery evidence and the records explaining its money. It consolidates selected DTP business-planning, transaction, royalty and continuity worksheets into one operating route. It does not replace the full startup or bookkeeping guides.

Begin with the one-page Operations Starter, OPS-01. Use only the later sheets needed for that job or review. The starter is the same worksheet included in this workbook; there is no need to complete two copies.

The pages are organizational templates for general US readers. A scope record is not a legal agreement, an invoice register is not an invoice, and a cost or expense record does not determine tax treatment. Use actual approved agreements, business records and applicable requirements. No tax rates, deductions, contract clauses or standard royalty terms are supplied.

All examples are invented and use US dollars. Record private supporting-file locations rather than account numbers, passwords, identity documents or unnecessary client details. Keep completed records private. These blank pages do not connect to a bank, send messages or accept customer information.

Print and write by hand, or use the editable Word file. PDFs are not fillable. Mark unknowns and use a continuation labeled with the worksheet code, item and date. Native Word/font, physical-print, reader and assistive-technology acceptance remain open; PDFs are untagged.

Start with one job and a single source of truth

Choose a job reference, a short name and one responsible owner. On OPS-01, identify the next result needed rather than copying every detail. For a new inquiry that result might be a clear proposed deliverable; for completed work it may be a missing receipt or an unconfirmed handoff.

Use stable references across the sheets: job J-14, scope SC-14, delivery D-14 and invoice I-14 might describe different records for one job. Keep the actual agreement and bookkeeping system in their established locations. These worksheets explain the links and questions; they should not become a competing master ledger.

Do not fill every sheet merely because it is available. A one-off service might need OPS-02 through OPS-06 and OPS-10. A product batch may also need OPS-07 and OPS-08. Use OPS-09 only when a royalty statement actually applies. Reuse a blank form for another event; do not combine unrelated jobs without clearly labeled rows or continuations.

Capture an inquiry without treating it as an order

OPS-02 records the client or project alias, requested outcome, intended use, inputs and contact arrangements. A client name alone does not establish permission to publish their material or reuse their contact information. Record what was actually supplied or agreed, with its source and date.

Ask only for information needed to define the work. If the request requires a sensitive document, keep it in the approved location and write its reference here. Avoid copying a client file into multiple worksheets. Record access restrictions and any unresolved permission question before moving forward.

Keep the state precise: inquiry received, clarification requested, proposal sent, accepted under an identified agreement, declined or paused. A friendly response or a request for a quote is not an accepted order. OPS-02 captures the next proposed action and whether the other person actually agreed to it.

Write the scope and identify which terms remain unresolved

OPS-03 organizes a deliverable, included work, exclusions, customer inputs, timing dependencies and observable completion checks. “Prepare a document” is too broad. “Prepare one editable two-page handout from supplied approved text, with one stated revision round” gives the reader a clearer boundary.

Use the actual agreement reference for price, payment timing, cancellation, refunds, intellectual property and other legal terms. This worksheet does not create, amend or interpret those terms. A proposed change remains proposed until the appropriate decision and supporting agreement are recorded.

If an input is missing or the scope changes, record the effect on timing and work. Preserve the earlier scope version, then identify the current version and its approval evidence. A revised worksheet does not itself prove that a customer accepted a change.

Follow delivery through separate checkpoints

OPS-04 carries the agreed scope into a short service-delivery checklist. Record inputs checked, work produced, quality checks performed and unresolved defects. Identify the exact file or deliverable version so the quality check and the delivered item can be matched.

Delivery and acceptance are separate. A sent email supports that an email was sent; it does not necessarily prove the file opened or the recipient accepted the work. Record the evidence actually available, including an acknowledged receipt or an acceptance response when supplied.

Where work must pause, record the reason and the safe next step. Use OPS-10 for an exception that affects another record or requires a handoff. A named backup person is only proposed until that person has actually agreed to the role and its limits.

Match invoices, payments and evidence once

OPS-05 is a register connecting an invoice to payment events. Enter the invoice reference, issue date, stated amount and currency, then the due-date source if known. Keep a missing or disputed term visible. The sheet does not generate an invoice, decide whether one meets local rules or create a collection instruction.

For each receipt, record a unique payment reference, actual receipt date, amount and supporting record. A promise to pay or a provider report that payment was issued is not a matched cash receipt. If a deposit covers several invoices, list the supported allocation to each and show any portion not yet allocated; do not apply the whole deposit repeatedly.

OPS-06 records outgoing payments, refunds and their supporting documents. An invoice, receipt and bank entry may concern one event, so matching their references should not add the amount three times. A missing receipt remains missing even if the payment is confirmed. IRS guidance explains the role of records and supporting documents; it does not turn this worksheet into a deduction decision. [SBO-R1]

Choose a bounded period and a defined subtotal before adding amounts. Separate currencies, opening balances, unpaid items and transfers. A total of selected supported payments is not necessarily the full business total. Send corrections to the approved master through OPS-10 and record whether that master update was actually confirmed.

Check launch readiness using evidence, not checkmarks alone

Use OPS-07 for a specific offer and version. List the requirement questions for the actual activity and locations, the official source or responsible adviser, the answer received and any conditions. Do not treat another business's experience as proof that a requirement does not apply to yours.

Keep a submitted application, an approval, an available account and a successful delivery test as different states. The form supplies no permit, registration, insurance or tax checklist that could be complete for every business. It records the questions and evidence relevant to the actual offer.

Define a limited test: for example, whether a sample receipt points to the correct download and whether the recovery instructions can be located. Identify the test environment and authorization. A simulation is not a sale, and a successful sample download does not prove every payment, refund, privacy or recovery route works. Record remaining blockers before the owner's launch decision.

Compare product costs without naming the remainder profit

OPS-08 records one product or service unit, its selling-price assumption and the variable cash costs included in that model. Keep a separate allowance for owner time, if used, and identify fixed or one-time costs outside the unit calculation. State the currency, period, sources and exclusions.

A simple teaching calculation is price less included variable cash costs equals contribution toward the fixed costs listed in that model. The SBA presents a break-even formula using fixed costs divided by price less variable cost. Its usefulness depends on appropriate assumptions; this workbook does not establish a price, guarantee demand or certify a complete cost model. [SBO-R2]

Do not use that simple unit formula when the contribution is zero or negative, when the units are not comparable, or when unmodeled cost changes make it misleading. Check capacity, timing and evidence separately. An attractive spreadsheet result does not show that customers will buy or that the work can be delivered.

Worked product batch: distinguish contribution, time and cash

Fictional studio Cedar Desk proposes a printed organizer sold for $24. Included variable cash costs per sold unit are $5.50 printing, $1.50 packaging, $3.00 seller-paid postage and $1.00 assumed transaction cost. These invented inputs total $11.00, leaving $13.00 contribution per sold unit before the fixed costs and exclusions described below. They are not quoted vendor prices or payment-provider terms.

The bounded teaching model includes $156 of fixed setup cost. At $13 contribution per sold unit, 12 sold units contribute $156 and cover only that listed setup amount. If 20 units are sold on those assumptions, $480 of modeled sales less $220 of included variable costs and $156 setup leaves $104 before other exclusions. This is a modeled remainder, not a statement of net profit or cash received.

A separate planning allowance values 20 minutes of owner time per unit at $18 per hour: one-third of an hour times $18 equals $6 per unit. Including that allowance lowers the per-unit remainder from $13 to $7. Covering the same $156 setup then takes 23 whole sold units because $156 divided by $7 is about 22.29. Twenty-two units contribute only $154 on this second model; 23 contribute $161.

Neither model includes every possible business cost or result. Taxes, returns, unsold inventory, overhead beyond the listed setup, financing, demand and payment timing are not determined. If a supplier requires batch payment before any sale, cash needed at that earlier date can differ from a per-sold-unit calculation. Record that timing separately rather than claiming the modeled sales funded a purchase that has not yet occurred.

Reconcile royalties from the actual agreement

OPS-09 follows one statement. Begin with its period, currency and actual agreement reference. Record the supported royalty basis; per-unit, percentage and other terms cannot be substituted for one another. If the basis, returns, charges, reserve or payment timing is unclear, identify the question instead of choosing a familiar formula.

Fictional example: an invented agreement uses $2.50 per net unit. A statement shows 120 units and 10 returns, giving 110 net units and $275 before a separately listed $15 charge. The statement amount due is $260. A matched $200 receipt leaves a $60 difference for follow-up.

The arithmetic does not approve the charge, establish whether the remaining amount is overdue or determine tax treatment. A later $60 report of payment issued remains distinct from an actual matched receipt. When a receipt covers several statements, preserve its unique ID and the supported allocation so the same cash is not counted against each statement in full.

Connected service case: deliver, reconcile and leave one honest open item

This entire case is invented. Cedar Desk receives inquiry J-14 for one editable two-page handout using customer-supplied text. OPS-02 records the intended use and input references. Scope SC-14 specifies the deliverable and one revision round; its approved agreement sets a $300 price. A later request for an extra page remains proposed and is not added to the approved amount.

The studio receives deposit P-14A of $100, completes the two-page file D-14 and sends it. The case supplies evidence of delivery but no customer acceptance response. On OPS-04, delivery is recorded and acceptance remains unconfirmed. Neither the work being sent nor the deposit settles the extra-page request.

Invoice I-14 states $300 for the agreed scope. It is the invoice for the same job, not another $300 payment. Payment P-14B of $150 is later received and supported. The two receipts total $250, leaving $50 of the stated invoice unmatched. No late-payment conclusion follows without the actual due-date terms and timing.

OPS-06 records a $20 purchased service and a $30 printing payment, for $50 of included outgoing cash. A separate $5 refund linked to the printing payment is received in the same review period, leaving $45 net outflow for these entries. The $30 printing receipt is still requested; its missing support is recorded rather than invented.

The selected job receipts of $250 less the selected net outflow of $45 give $205 of net cash movement for these included events. That figure is not profit: owner time, other costs, opening balances and other business activity are outside this calculation. The unpaid $50 is not received cash.

Use OPS-10 for the missing printing receipt, unmatched invoice amount, unconfirmed acceptance and proposed scope change. A handoff to the approved master is prepared, but no

acknowledgment is supplied. Close the worksheet arithmetic for the included records; keep those actual open items and the master handoff visible.

Practice, review and choose the next small improvement

Check 1: an invoice states $300 and two receipts show $100 and $150. What is received? Answer: $250. The invoice is not a third receipt; $50 remains unmatched against its stated amount.

Check 2: outgoing payments total $50 and a linked $5 refund is received in the same period. What is the net outflow for those entries? Answer: $45. Preserve the original payments and the refund as separate events.

Check 3: at $24 price and $11 included variable cost, what does 12 sold units contribute? Answer: $156 toward the listed fixed costs. That does not establish profit, demand or receipt of cash.

Check 4: a royalty statement is $260 and a $200 receipt is matched. A message reports another $60 issued. Is the statement fully matched to received cash? Answer: no. $60 remains unmatched until receipt evidence supports it.

At the end of a review, use OPS-10 to name one correction, its responsible person and its next source of evidence. Record what changed in the master, or that confirmation is still pending. Keep the prior record and its reason for correction traceable. Reprint only the forms needed for the next job or period.

OPS-01 — Operations Starter — one job, one next action

Use brief notes and aliases. Keep completed records private. If an answer needs more space, label a continuation with this form code and question.

Job/order or review ID, purpose, date and responsible owner

Current state and evidence: inquiry, agreed scope, work, delivery, acceptance or payment

Next useful result; related worksheet and document references

Missing input, permission, money or timing question; source to check

Next action, owner and actual agreed date or proposed date

Approved master/private record locator; result confirmed or still open

OPS-02 — Client inquiry and input record

Use brief notes and aliases. Keep completed records private. If an answer needs more space, label a continuation with this form code and question.

Inquiry/job ID, client alias and permitted contact route

Requested outcome, intended use and source/date of the request

Inputs supplied or needed; private locators and current versions

Permission, access and sensitive-information limits; unresolved questions

Proposal or actual agreement reference; inquiry/order status kept distinct

Next clarification, responsible owner and agreed or proposed follow-up

OPS-03 — Project scope and change record

Use brief notes and aliases. Keep completed records private. If an answer needs more space, label a continuation with this form code and question.

Job ID, scope version and actual agreement/approval reference

Defined deliverable; included work, exclusions and revision limits

Customer inputs, dependencies and supported timing assumptions

Observable completion checks; delivery and acceptance kept separate

Price/payment/rights questions and actual terms location; no legal clauses here

Proposed or approved change, decision source/date and affected records

OPS-04 — Service-delivery checklist and result

Use brief notes and aliases. Keep completed records private. If an answer needs more space, label a continuation with this form code and question.

Job/deliverable version and approved scope reference

Inputs, permission and dependency checks: done, blocked or untested

Work steps and quality checks actually performed; evidence/date

Issues, rework or proposed changes; effect on scope and timing

Delivery evidence and recipient access/acceptance evidence recorded separately

Open item, responsible owner and next check or agreed handoff

OPS-05 — Invoice and payment register

Use brief notes and aliases. Keep completed records private. If an answer needs more space, label a continuation with this form code and question.

Job/invoice ID, issue date, amount/currency and actual due-date source

Unique received-payment IDs, actual dates, amounts and evidence references

Supported allocation by invoice; unallocated cash and shared-deposit reference

Invoice amount and matched receipts; remaining difference and exclusions

Promised/issued payment or disputed term kept separate from received cash

Next clarification, owner/date and approved master update status

OPS-06 — Expense evidence and duplicate check

Use brief notes and aliases. Keep completed records private. If an answer needs more space, label a continuation with this form code and question.

Review period/currency, job and unique outgoing payment ID/date/amount

Purpose and supporting invoice/receipt/payment references for the same event

Missing document or possible duplicate; evidence and current match status

Linked refund ID, actual receipt date/amount; keep original payment visible

Included outflow/refund subtotals and exclusions; classification still to review

Next evidence request, owner/date and approved bookkeeping locator

OPS-07 — Offer launch checklist and evidence

Use brief notes and aliases. Keep completed records private. If an answer needs more space, label a continuation with this form code and question.

Offer/version, activity/locations and bounded launch or test scope

Requirement questions, official/adviser sources and actual responses

Application, approval and operational availability states; evidence or unknown

Receipt, delivery, privacy, failure and recovery checks performed or untested

Inputs/capacity/permission gaps, stop conditions and responsible owners

Owner decision, unresolved blockers and next review; simulation is not a sale

OPS-08 — Product cost, time and capacity model

Use brief notes and aliases. Keep completed records private. If an answer needs more space, label a continuation with this form code and question.

Product/unit, currency, period and model version; price assumption/source

Included variable cash costs per sold unit; sources and total

Price less included variable cost; separate owner-time hours/rate/allowance

Fixed/setup costs, exclusions and supported break-even calculation if applicable

Sales quantity, capacity and payment timing; assumptions not yet evidenced

Changed assumption, revised result and next check; remainder is not net profit

OPS-09 — Royalty statement reconciliation

Use brief notes and aliases. Keep completed records private. If an answer needs more space, label a continuation with this form code and question.

Statement ID, period/currency and actual agreement reference

Supported rate/basis, units and returns; unresolved terms identified

Statement adjustments and sources; amount due as stated/calculated

Unique matched receipts, actual dates and supported allocations

Remaining statement difference; issued payment or unallocated cash kept distinct

Terms/timing question, next source/owner and approved master update status

OPS-10 — Exception, correction and master handoff

Use brief notes and aliases. Keep completed records private. If an answer needs more space, label a continuation with this form code and question.

Issue ID, job/record references and what is missing or inconsistent

Answerable next action, source/person to consult and responsible owner

Actual response and source/date, or still requested

Correction, reason and affected versions/totals; prior history preserved

Approved master/private locator; handoff sent, acknowledged or incorporated

Remaining gap, authority/dependency limits and next agreed review

References and reuse notes

SBO-R1 — Internal Revenue Service: Recordkeeping

https://www.irs.gov/businesses/small-businesses-self-employed/recordkeeping

Supporting documents and business records. This workbook supplies no tax classification, deduction, rate, retention rule or filing advice.

SBO-R2 — U.S. Small Business Administration: Break-even point

https://www.sba.gov/business-guide/plan-your-business/calculate-your-startup-costs/break-even-point

Simple break-even arithmetic and the distinction between fixed and variable costs; actual assumptions, limitations and exclusions still require review.

Original DTP explanatory text, invented Cedar Desk examples and calculations. Existing DTP forms were deliberately consolidated and adapted; all prior standalone editions remain available. No actual client, agreement, payment, launch or handoff is represented.

Consolidation sources: Small Business Expense, Mileage & Royalty Planner0.3; Build a Useful Business0.2; Business Continuity & Key Records Mini Binder0.3. The original mileage practice, wider startup research and continuity testing remain in those guides rather than being copied here.

OPS-01 is supplied separately for a quick start and appears unchanged in this workbook. No optional companion forms are added in this edition: the ten reusable forms cover the intended operating route without duplicate variants.

IRS and SBA references checked November 3, 2026 for the narrow supporting-document and break-even points cited. Source excerpts are retained in the publication evidence. References do not endorse this workbook. For decisions about agreements, tax treatment or requirements, use the actual documents and appropriate qualified help.

Publication updates and related guides: davidtompublishing.com/books-and-publications/. Keep completed client, financial and business records in an appropriate private location.