

CONNECTICUT

SBA

U.S. SMALL BUSINESS ADMINISTRATION

SMALL

BUSINESS

RESOURCE



**Helping
Small Business
Start, Grow
and Succeed**

PAGE 8 **Getting Started in Connecticut**

PAGE 26 **Financing Your Business**

PAGE 36 **Ideas For Growing Companies**



150 Third Street, S.W.
Winter Haven, FL 33880-2907

Publishers of Small Business Resource

Advertising

Phone (863) 294-2812 • (800) 274-2812
Fax (863) 299-3909 • www.sbaguides.com

Staff

President/CEO

Joe Jensen jjensen@reni.net

English Small Business Resource Advertising

Nicky Harvey nharvey@reni.net

Martha Theriault mtheriault@reni.net

John Beward jbeward@reni.net

Creative and Production

Ron Palfrey rpalfrey@reni.net

Diane Traylor dtraylor@reni.net

Mary Nason mnason@reni.net

Mami Li mli@reni.net

Finance

Denise Harwell dharwell@reni.net

Research Manager

Cheryl Watwood cwatwood@reni.net

IT Department

Jay Hook jhook@reni.net

SBA's Marketing Office:

The Small Business Resource Guide is published under the direction of SBA's Office of Marketing and Customer Service.

Director

Laura Fox laura.fox@sba.gov

Editorial Content

Robert Dillier robert.dillier@sba.gov

Graphic Design

Gary

Shellehamer gary.shellehamer@sba.gov

Information in this Small Business Resource is subject to change without notice. While every reasonable effort has been made to ensure that the information was accurate as of publication date, RENI and its employees, agents, clients and distributors shall not be liable for any damages arising from the use of or reliance on the information contained in this publication or from omissions to this publication.

Printed in the United States of America

SBA's participation in this publication is not an endorsement of the views, opinions, products or services of the publisher or any advertiser or other participant appearing herein. All SBA programs or cosponsored programs are extended to the public on a nondiscriminatory basis.

Features

4

Introduction

- 4 Administrator's Message
- 5 Regional Administrator's Message
- 5 Commissioner's Message
- 6 Director's Message

8

Getting Started

Everything you need to know about setting up, marketing and managing the revenue of your business.

22

Regulations

Common requirements that affect small businesses.

26

Getting Approved

Financing Options to Start or Grow Your Business.

36

Small Business Training Network

Find out how and where the SBA can help your business grow.

38

Contracting Opportunities

SBA is working to ensure small businesses obtain fair share of government contracts and subcontracts with a number of programs.

5



Ways To Evaluate Your Strengths and Weaknesses

Page 9

43

Disaster Recovery

There are several types of assistance available to qualified applicants.

45

Advocacy

Find out about the outside research for the small business owners.

46

Other Sources of Assistance

Chambers of Commerce can be a vital resource for the small business owner.

49

Lender Listing



Robert Santy, President of the Connecticut Economic Resource Center, was the keynote speaker at the Connecticut SBA Lenders and Partners recognition event held at "The Riverhouse" a 2007 SBA 504 construction project located in Haddam, CT.

OUR BUSINESS IS HELPING YOUR BUSINESS SUCCEED.

TD Banknorth—a proven financial partner.

Growing a small business isn't a job; it's a way of life. And, working with the right financial partner plays a vital role in your business' success. At TD Banknorth our Small Business experts will help you select the best combination of financial products and services focused on what's important—helping your business grow.

One source with many solutions

- Free Business Checking with free eBillPay
- SBA and Conventional Loans
- Lines of Credit
- Commercial Money Market Account
- Cash Management Services
- Merchant Services
- Leasing
- Online Banking



TDBanknorth.com | 800 428-7000

Initial deposit of \$25 to open account. No charge for first 300 items paid or deposited per statement cycle. Additional items are \$.50 each. | SBA Preferred Lender.
Bank deposits FDIC insured. | Equal Housing Lender  | TD Banknorth, N.A.

112-4104

From the Administrator



Steven C. Preston
SBA Administrator

Several American business icons—Apple Computer, Ben & Jerry's, Staples, Intel, Nike and Federal Express to name a few—got their start with assistance from the U.S. Small Business Administration. These companies took advantage of SBA's many resources—business counseling, loan guaranties, information about federal procurement opportunities—and took their great ideas into the marketplace. The rest is history.

The SBA's *Small Business Resource Guide* is another great tool for those working to create a successful company. In its pages you'll find detailed information on SBA's varied assistance programs for small businesses.

Last year the agency made tremendous progress in helping business owners. More than 1.5 million entrepreneurs received business counseling and technical assistance from the SBA, and the agency Web site received 26 million hits. The agency currently guarantees more than \$78 billion in loans and investments. In 2005 the SBA helped small businesses secure almost \$80 billion in prime contracts from government agencies. Meanwhile, we have more than 14,000 counselors from our Small Business Development Centers, Women's Business Centers and SCORE available to small business owners or those trying to start a business.

Such resources are invaluable to small business and are often the gateway to other SBA offerings. This *Resource Guide* serves as a link to the SBA's expanding support network, providing important information about starting and growing a successful business.

President Bush recently said that when people "across the world look at America's economy what they see is low inflation, low unemployment and the fastest growth of any major industrialized nation. The entrepreneurial spirit is alive and well in the United States."

America's economy will continue to depend on the ingenuity and energy of its small business owners. There will be many partners in support of this effort, and SBA is ready to do its part.

The SBA team has worked hard to ensure the information presented in this *Resource Guide* is useful in the starting and growing of your small business. We hope you will seek assistance and advice at one of our many offices nationwide, via the Internet at www.sba.gov or through our extensive network of resource partners.

Steve Preston was unanimously confirmed by the U.S. Senate June 29, 2006, as the 22nd Administrator of the U.S. Small Business Administration. With almost 25 years of experience in financial and operational leadership positions, Preston is committed to serving the small business community.

In his business experience as an executive and as an investment banker, Preston has been deeply involved in small businesses and recognizes the vital role they play in society. Preston most recently served as Executive Vice President of The ServiceMaster Company, where he also served as chief financial officer during a period of expansion, restructuring and significant change in the regulatory environment. He worked extensively on initiatives to improve the customer experience and employee effectiveness through the use of process reengineering and technology.

Preston graduated with Highest Distinction from Northwestern University with a political science degree, and received an MBA from the University of Chicago Graduate School of Business.

MESSAGE



Message From The New England Regional Administrator

I would like to welcome you to the *Connecticut Small Business Resource Guide*

and hope that you find this publication to be an effective learning tool in helping you start or expand your small business. Successful small business owners recognize that knowledge and planning are key ingredients in starting or growing a business.

As SBA's New England Regional Administrator, I am pleased to be a part of the small business story in Connecticut and I encourage you to contact the Connecticut District Office or any one of the SBA partners to assist you as you launch or grow your business. The Connecticut economy is tremendously diverse and has a history of innovation and

invention. This heritage has been built predominantly through the development and expansion of small businesses in the cities and towns throughout the state.

Whether you're seeking financing or government contracting opportunities, education and technical assistance, or making sense of federal or state regulations, the SBA has resources available to help you. Our office in Hartford, together with partners like SCORE, the Connecticut Small Business Development Center and the Women's Business Development Center, offer free, confidential one-on-one counseling, classroom and Internet-based training, assistance in obtaining business loans, venture capital, surety bonds and government contracts.

Today's SBA is customer friendly and has made the process of starting or expanding a

small business easier than ever for entrepreneurs. For example, we have reconstructed our website to include many more online courses and made it easier to navigate; we have centralized our loan processing functions so that loan applications are turned around quickly, often within 24 hours. And in June 2007, the SBA introduced the Patriot Express Pilot Loan Initiative for veterans and members of the military community.

Keep a copy of the *Connecticut Small Business Resource Guide* handy and share the information with other entrepreneurs. While this guide cannot guarantee success, it can provide meaningful direction and be of enormous help to anyone willing to make a commitment to entrepreneurship. Contact SBA today and find out how we can assist you.

Sincerely,

Sandy Blitz

New England Regional Administrator

Message From Commissioner Joan MacDonald State of Connecticut Department of Economic and Community Development

Welcome to the 2008 SBA Connecticut District Office Small Business Resource Guide. This is the first edition issued since I was appointed last year as Commissioner of the Department of Economic and Community Development (DECD), and so, it is my first opportunity to contribute to this important publication.

With nearly 350,000 small businesses in Connecticut, we understand what an important impact they have on our economy as a whole. Small businesses are the lifeblood of entrepreneurship, innovation, and job growth. Ranked as one of the smartest states, Connecticut is a place where innovation thrives. We're home to world-renowned universities and top-tier companies. The state's strong capacities in research and development, especially in high-tech industries, are helping to spur advancements and growth that will fuel

the economy for generations to come.

That's why it is so vitally important we do all we can to ensure future growth opportunities and to assist these businesses in reaching their full commercial potential. The resource guide can be instrumental to our efforts.

Business owners need to know where they can turn for information and advice. They need to know how state government can work for them, and this publication shows them how.

DECD, the lead state agency for business development, is constantly looking for opportunities to raise awareness about the tools available to small business owners and committed to developing new partnerships that support this objective.

To this end, DECD has developed a strong working relationship with Connecticut's Small Business Development Center, housed at Central Connecticut State University. In fact, the center has two staff members in our

building. Together with Rob Simmons, Connecticut's Business Advocate, we are now collaborating more actively.

Outreach continues to be a top priority at DECD. As part of the department's ongoing Business and Industry Outreach Program, DECD staff make on-site visits to assess company needs and offer assistance.

The Small Business Resource Guide complements these efforts. DECD invites you to look through this resource and see all that Connecticut has to offer. We look forward to working with you.

Sincerely,

Joan MacDonald

Commissioner, Department of Economic and Community Development





CONNECTICUT

SBA Staff Listing

www.sba.gov/ct

District Director

Bernard M. Sweeney
(860) 240-4670

Bernard.Sweeney@sba.gov

Edie Moccia

(860) 240-4671

Edie.Moccia@sba.gov

Deputy District Director

Greta Johansson
(860) 240-4672

Greta.Johansson@sba.gov

Nicole Parent

(860) 240-4896

Nicole.Parent@sba.gov

District Counsel

Kenneth Hayden
(860) 240-4889

Kenneth.Hayden@sba.gov

Lisa Powell

(860) 240-4892

Lisa.Powell@sba.gov

Jessica Rivera

(860) 240-4638

Jessica.Rivera@sba.gov

Business Development

Hugh Curley
(860) 240-4650

Hugh.Curley@sba.gov

Stephanie Scott

(860) 240-4637

Stef.Scott@sba.gov

Debra Dillon

(860) 240-4654

Debra.Dillon@sba.gov

William Tierney

(860) 240-4894

William.Tierney@sba.gov

Lorraine Green

(860) 240-4890

Lorraine.Green@sba.gov

DID YOU KNOW

The Connecticut District Office serves the state with a variety of small business programs and services. In fiscal year 2007, the District Office, together with our resource partners, provided approximately 13,400 people with training and counseling on a range of business development topics. Additionally, we approved nearly 1,200 loan guaranties for over \$189.4 million in capital for small business start-up and expansion and saw 156 disaster loans approved totaling more than \$3.7 million for the three declared disasters in Connecticut during fiscal year of 2007.



Message From The District Director

Rules For Success

Like today's small businesses, large corporate success stories started with only an entrepreneur and a dream.

Welcome to the 2008-2009 edition of the SBA Connecticut District Office Small Business Resource Guide. This guide will provide you with a quick reference to the tools and resources required to start, manage and grow your business in Connecticut.

Whether your needs include access to capital, technical or management assistance or finding out how to do business with the federal or state government and commercial markets, the Connecticut Small Business Resource Guide can direct you in the process with information about programs and services available to you.

It is SBA's mission to help entrepreneurs like you to realize your potential as successful small business owners. We at the Connecticut District Office take pride in our work, particularly when it empowers you to turn your business ideas into reality. We feel that each successful business in Connecticut contributes to Connecticut's prosperity, not only for the company's owners and employees, but also for the community as a whole. America is a nation of communities bound by shared values. Connecticut is a state that is working hard to help small business grow; our mission is to help small business flourish and thrive in Connecticut.

The character and courage of Connecticut's small business owners help ensure their businesses continue to survive and prosper. Generations upon generations of family owned businesses continue to pass on that spirit of entrepreneurship and commitment to produce the highest quality of

products and services world wide.

SBA's Connecticut economic resource partners have changed this year. We welcome as our new Connecticut Small Business Development Center, the Connecticut State University system consisting of: Eastern Connecticut State University; Southern Connecticut State University; Western Connecticut State University; and Central Connecticut State University as our lead state center. SBA's partners of SCORE and the Women's Business Centers, including our newest Women's Business Center in Waterbury, join with the State of Connecticut's Department of Economic and Community Development and the Connecticut Development Authority to assist businesses throughout Connecticut. SBA takes pride in knowing that our federal and state assistance help ensure the future of small business in Connecticut is a bright one. The opportunity to start and grow your own business is open to all of Connecticut's citizens and to businesses desiring to relocate to Connecticut.

As the SBA District Director for the state of Connecticut, I welcome you. I invite you to look over this Small Business Resource Guide and see what Connecticut has to offer you. I look forward to assisting you with all your small business needs.

Sincerely,

Bernard M. Sweeney

*District Director of
SBA's Connecticut District Office*



■ The SBA helps business owners grow and expand their businesses every day.



SUCCESS STORY

Minority Enterprise Development
Theodore (Ted) Hsu,
Horizon Services Company

Region I Minority Small Business Person of the Year, Medweek 2007

When Ted Hsu incorporated Horizon Services Company, it was a realization of his natural instincts of entrepreneurial drive. As a college senior at the University of Connecticut Hsu was forced to evaluate his future and came to the conclusion that his most marketable talent, the ability to disrupt the status quo, would make him the least desirable candidate in corporate America.

Since 1991 Ted Hsu and Horizon Services Company began competing in the crowded commercial cleaning market. Over these 16 years Mr. Hsu has grown his fledgling local building services contractor into an industry leader in the areas of janitorial and post construction cleaning contracting in New England.

While in its infancy Horizon Services Company struggled to stay afloat and management via trial- by- fire was proving to be costly both in terms of efficacy and finances. Running a successful business in a marketplace overrun by competition large and small was an impossible one-man job. In the coming years Hsu worked to build the team that would elevate Horizon from "mom and pop" cleaning company to the highly successful regional contractor it is today.

continued on page 40

Doing Business in Connecticut

THE CONNECTICUT DISTRICT OFFICE

The Connecticut District Office is responsible for the delivery of SBA's many programs and services. The District Director is Bernard M. Sweeney. The District Office is located at 330 Main Street, 2nd Floor, Hartford, CT 06106. Office hours are from 8:30 AM until 4:30 PM, Monday through Friday.

SERVICES AVAILABLE

Financial assistance for new or existing businesses through guaranteed loans made by SBA lenders throughout the state.

Free counseling, advice and information on starting, improving operations, or expanding a small business through the Service Corps of Retired Executives (SCORE), the Connecticut Small Business Development Centers (CSBDC) and Women's Business Centers (WBC). They also conduct training events throughout the state - some require a nominal registration fee.

Assistance to businesses owned and controlled by socially and economically disadvantaged individuals through the Business Development Program.

A Women's Business Ownership Representative is available to assist women business owners. Please contact Debra Dillon at (860)240-4654 or email: debra.dillon@sba.gov.

Special loan programs are available for businesses involved in international trade.

A Veterans Affairs Officer is available to assist veterans. Please contact William C. Tierney at (860) 240-4894 or e-mail: william.tierney@sba.gov.

We Welcome Your Questions

For extra copies of this publication or questions please contact:

Connecticut District Office
330 Main Street, 2nd Floor
Hartford, CT 06106

Tel.: (860) 240-4700 Fax: (860) 240-4659

Website: <http://www.sba.gov/localresources/district/ct/index.html>

INTRODUCTION

Getting Started

How The SBA Can Help You Start And Expand Your Own Business

Every day the U.S. Small Business Administration and its nationwide network of resource partners help millions of potential and current small business owners start, grow and succeed.

Whether your target market is global or just your neighborhood, the U.S. Small Business Administration and its partners can help at every stage of turning your entrepreneurial dream into a thriving new business.

If you're just starting, the SBA and its resources can help you with loans and business management skills. If you're already in business, you can use the SBA's resources to help manage and expand your business, obtain government contracts, recover from disaster, and have your voice heard in the federal government.

You can access SBA help online 24 hours a day at www.sba.gov or visit one of our local offices for assistance. SBA resources can help organize your thoughts on what type of business you want to open.

How to Use the Resource

Our resources include the SBA's district offices serving every state and territory, nearly 400 offices of SCORE – Counselors to America's Small Businesses, more than 1,000 Small Business Development Centers primarily located on college campuses, and approximately 100 Women's Business Centers located across the country. More information about SCORE, SBDCs and the WBCs is detailed later in this publication, or you can click on www.score.org, <http://www.sba.gov/about/sba/sbaprograms/sbdc/index.html> for SBDCs or www.sba.gov/services/ and choose "Women's Business Centers from the "Counseling & Assistance" heading at the bottom.



These professionals can also help you with writing a formal business plan, filling out loan applications to finance your business, managing and expanding your business, finding opportunities to sell your goods or services to the government, recovering from disaster or acting as advocates for small businesses with Congress and regulatory agencies.

The SBA even has programs for helping special audiences, such as women and

veterans, become small business owners.

Most new business owners who succeed have planned for every phase of their success. Thomas Edison, the great American inventor, once said, "Genius is 1 percent inspiration and 99 percent perspiration." That same philosophy also applies to starting a business.

First you'll need to generate a little bit of perspiration deciding whether you're the right type of person to start your own business.

ON THE UPSIDE

It's true, there are a lot of reasons not to start your own business. But for the right person, the advantages of business ownership far outweigh the risks.

- You get to be your own boss.
- Hard work and long hours directly benefit you, rather than increasing profits for someone else.
- A new venture is exciting.
- Earnings and growth potential are far less limited.
- Running a business will provide endless variety, challenge and opportunities to learn.

1. Are you a self-starter?

It will be up to you – not someone else telling you – to develop projects, organize your time and follow through on details.

2. How well do you get along with different personalities?

Business owners need to develop working relationships with a variety of people including customers, vendors, staff, bankers, lawyers, accountants and consultants. Can you deal with a demanding client, an unreliable vendor or a cranky staff person?

3. How good are you at making decisions?

Small business owners are required to make decisions constantly, often quickly, under pressure.

4. Do you have the physical and emotional stamina to run a business?

Business ownership can be challenging, fun and exciting. But it's also a lot of hard work. Can you face 12-hour workdays six or seven days a week?

5. How well do you plan and organize?

Research indicates many business failures could have been avoided through better planning. Good organization – of financials, inventory, schedules, production – can help avoid pitfalls.

IS ENTREPRENEURSHIP FOR YOU?

In business, there are no guarantees. There is simply no way to eliminate all the risks associated with starting a small business – but you can improve your chances of success with good planning, preparation, and insight. Start by evaluating your strengths and weaknesses as a potential owner and manager of a small business. Carefully consider each of the following questions:

Are you a self-starter? It will be entirely up to you to develop projects, organize your time, and follow through on details.

How well do you get along with different personalities? Business owners need to develop working relationships with a variety of people including customers, vendors, staff, bankers, and professionals such as lawyers, accountants, or consultants. Can you deal with a demanding client, an unreliable vendor, or a cranky receptionist if your business interests demand it?

How good are you at making decisions? Small business owners are required to make decisions constantly – often quickly, independently, and under pressure.

Do you have the physical and emotional stamina to run a business? Business

ownership can be exciting, but it's also a lot of work. Can you face six or seven 12-hour workdays every week?

How well do you plan and organize? Research indicates that poor planning is responsible for most business failures. Good organization of financials, inventory, schedules and production can help you avoid many pitfalls.

Is your drive strong enough? Running a business can wear you down emotionally. Some business owners burn out quickly from having to carry all the responsibility for the success of their business on their own shoulders. Strong motivation will help you survive slowdowns and periods of burnout.

How will the business affect your family? The first few years of business start-up can be hard on family life. It's important for family members to know what to expect and for you to be able to trust that they will support you during this time. There also may be financial difficulties until the business becomes profitable, which could take months or years. You may have to adjust to a lower standard of living or put family assets at risk in the short-term.

Once you've answered those questions, you should consider what type of business you want to start.

FRANCHISING

Franchisees have been active participants in the SBA's small business loan program for many years.

There are primarily two forms of franchising:

- 1) product/trade name franchising and
- 2) business format franchising.

In the simplest form of franchising, while you own the business, its operation is governed by the terms of the franchise agreement. For many, this is the chief benefit for franchising. You are able to capitalize on a business format, trade name, trademark and/or support system provided by the franchisor. But you operate as an independent contractor with the ability to make a profit or sustain a loss commensurate with your ownership.

There are more than 3,000 franchised businesses. The challenge is to decide on one that both interests you and is a good investment. Many franchising experts suggest that you comparison shop by looking at multiple franchise opportunities before deciding on the one that's right for you.

Some of the things you should look at when evaluating a franchise: profitability, effective financial management and other controls, a good image, integrity and commitment, and a successful industry.

If you are concerned about the risk involved in a new, independent business venture, then franchising may be the best business option for you. Remember that hard work, dedication and sacrifice are key elements for success.

For more information visit the SBA Web site at:

<http://www.sba.gov/smallbusinessplanner/start/> and click on "Buy a Franchise" from the menu on the right side; or visit the Franchise Registry at www.franchiseregistry.com/ or call your local SBA office.

franmarket.com

An Online Marketplace For Franchises & Business Opportunities

For ALL Your Franchising
Needs

Go To:

www.franmarket.com/sba

HOME-BASED BUSINESS CONSIDERATIONS

Going to work used to mean traveling from home to a plant, store or office. Today many people do some or all their work at home.

Garages, basements and attics are being transformed into the corporate headquarters of the newest entrepreneurs – the home-based business person.

Getting Started

Before diving headfirst into a home-based business, you must know why you are doing it. To succeed, your business must be based on something greater than a desire to be your own boss. You must plan and make improvements and adjustments along the road.

Ask yourself these questions – and remember, there are no best or right reasons for starting a home-based business. But it is important to understand what the venture involves.

Working under the same roof where your family lives may not prove to be as easy as it seems. It's important to work in a professional environment. One suggestion is to set up a separate office in your home to create this professional environment.

Ask yourself:

- Can I switch from home responsibilities to business work?
- Do I have the self-discipline to maintain schedules?
- Can I deal with the isolation of working from home?
- Am I a self-starter?

Finding Your Niche

Choosing a home business must be approached carefully.

Ask yourself:

- Does my home have the space for a business?
- Can I identify and describe the business I want to establish?
- Can I identify my business product or service?
- Is there a demand for that product or service?
- Can I successfully run the business from home?

Legal Requirements

A home-based business is subject to many of the same laws and regulations affecting other businesses.

Some general areas include:

- Zoning regulations. If your business operates in violation of them, you could be fined or shut down.
- Product restrictions. Certain products cannot be produced in the home. Most states outlaw home production of fireworks, drugs, poisons, explosives, sanitary or medical products and toys. Some states also prohibit home-based businesses from making food, drink or clothing.

Be sure to consult an attorney and your state's department of labor to find out which laws and regulations will affect your business. Additionally, check on registration and accounting requirements needed to open your home-based business. You may need a work certificate or license from the state. Your business name may need to be registered with the state. For home-based businesses, a separate business telephone and bank account are normally required.

Also remember, if you have employees you are responsible for withholding income and social-security taxes, and for complying with minimum wage and employee health and safety laws.

If you're convinced that working from home is for you, it's time to create your business plan. The SBA and its resource partners, such as SCORE, SBDCs and WBCs can help make the process easier.

WOMEN BUSINESS OWNERS

Women entrepreneurs are changing the face of America's economy. The SBA serves women entrepreneurs nationwide through its various programs and services, some of which are designed especially for women. There are women's business ownership representatives in every SBA district office to help women access all of SBA's programs and services, including loan guaranties, federal contracting opportunities, training, counseling and more. These local representatives can also provide information about other local resources available for women entrepreneurs.

Another valuable tool available for women business owners and entrepreneurs is the Women's Business Center Program, funded in part through a cooperative agreement with the SBA. Located across the country, approximately 100 WBCs provide training, technical assistance, counseling and mentoring specifically to women, especially those who are socially and economically disadvantaged. Mindful of the special needs of women entrepreneurs, the centers try to

offer their services at the times and in the places most convenient to economically challenged women. In addition, some centers provide child care, and many provide their materials in Spanish and other languages, depending on the unique needs of the communities in which they are located. Many classes offered by the centers are either free or offered for a small fee. And often there are scholarships to help those who need them.

If you can't get to a Women's Business Center, the full range of services is available through the SBA's Web site for women entrepreneurs, which provides access to all of the SBA's online services, including its extensive library of information, training courses and electronic tools designed to help small businesses. This site also contains information about the services available in local communities. To find it, click on: <http://www.sba.gov/services/> and choose "Women's Business Centers" from the "Counseling & Assistance" heading at the bottom or for additional information, contact one of the following:



Women's Business Development Center (WBDC)

Fran Pastore, President and CEO
888 Washington Boulevard, 10th Floor
Stamford, CT 06904-2152
(203) 353-1750 or
(877) 999-WBDC (9232) Toll Free
(203) 353-1084 Fax
info@ctwbdc.org
www.ctwbdc.org

New Haven, Bridgeport, Norwalk and Milford

Dorothy Bratchell, COO
The Women's Business Development Center
(203) 353-1750 or
(877) 999-WBDC (9232) Toll Free
dbratchell@ctwbdc.org

SBA Women's Business Center of the Entrepreneurial Center

Jean-Blake Jackson, Director
The Entrepreneurial Center and SBA Women's Business Center
HCW/University of Hartford
Office: 1265 Asylum Avenue
Butterworth Hall, 1st Floor
Mail: 50 Elizabeth Street
Hartford, CT 06105
(860) 768-5681 or (860) 768-5663
(860) 768-5622 Fax
entrectr@hartford.edu
www.entrepreneurialctr.org

Women's Business Development Center (WBDC) Naugatuck Valley

Waterbury Regional Chamber
83 Bank Street
Waterbury, CT 06721
(203) 910-4663
Info@ctwbdc.org
www.ctwbdc.org

Kenyetta Banks
Client Services Manager
(203) 910-4663
kbanks@ctwbdc.org

Dorothy Bratchell
Project Director
(203) 659-7348
dbratchell@ctwbdc.org

VETERANS BUSINESS DEVELOPMENT

The SBA offers a variety of services to American veterans who have made or are seeking to make the transition from soldier to small business owner. Each of SBA's 69 district offices throughout the country has designated a Veterans Business Development Officer to help veterans prepare and plan for entrepreneurship. The Veterans Business Outreach Program provides entrepreneurial development services such as business training, counseling and mentoring to eligible veterans owning or considering starting a small business. SBDCs and SCORE also provide management assistance to veterans who are current and prospective small business owners. SCORE also provides resources and counseling services online at: www.score.org

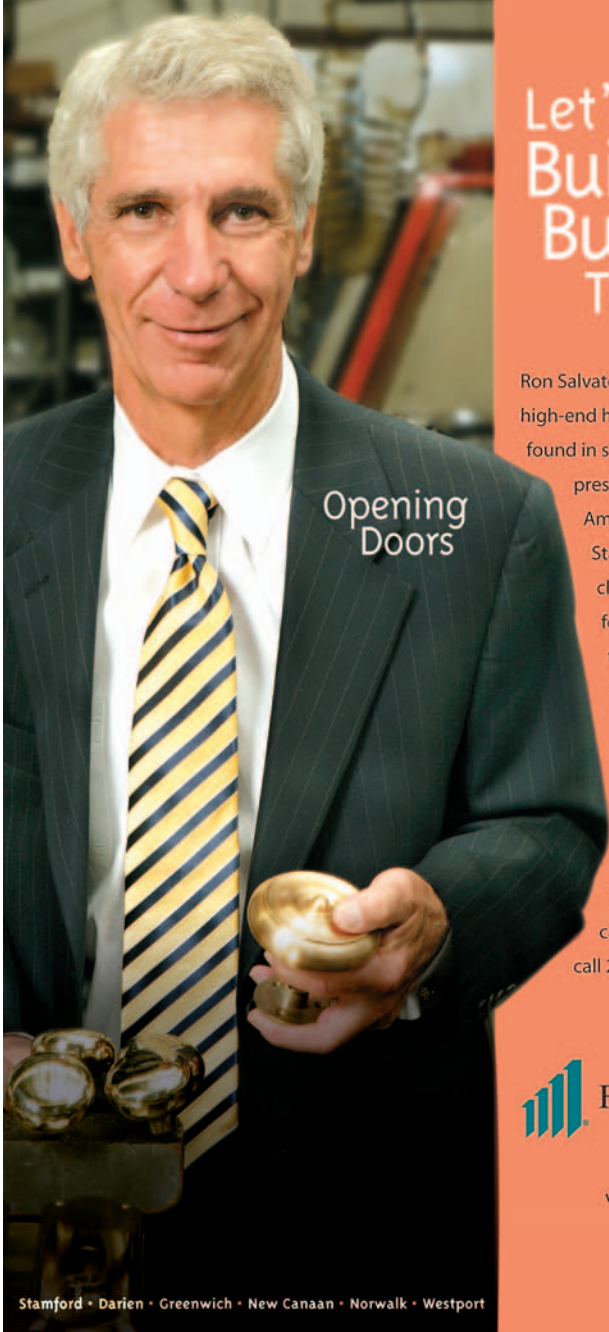
The SBA offers special assistance for activated Reserve and National Guard members and the small businesses they work in or own. Any self-employed Reserve or

Guard member with an existing SBA loan can request from their SBA lender or SBA district office, loan payment deferrals, interest rate reductions and other relief after they receive their activation orders.

The SBA offers special low-interest-rate financing to small businesses when an owner or essential employee is called to active duty. The Military Reservist Economic Injury Disaster Loan Program provides loans to eligible small businesses to cover operating costs that cannot be met due to the loss of a key employee called to active duty in the reserves or National Guard. Small businesses

may apply for MREIDLs of up to \$1.5 million if they have been financially impacted by the loss of an essential employee. The SBA has created a special Web page specifically for Reserve and Guard members at: <http://www.sba.gov/aboutsba/sbaprograms/reservists/index.html>.

To ensure that veterans, service-disabled veterans and Reserve and National Guard member entrepreneurs receive special consideration in all its entrepreneurial programs and resources, the SBA has established a fully staffed Office of Veterans Business Development. OVBD develops and




Let's Build Your Business Together

Ron Salvatore's company makes high-end hardware that can be found in some of the most prestigious buildings in America. Headquartered in Stamford, his business is a classic success story. And for business banking, he turns to us. We give Ron the personal service, fast turnaround and flexibility he needs. Above all, he also knows our doors are always open to him.

To find out what we can do for your business, call 203-462-4200.

First County Bank
It's where you belong.
www.firstcountybank.com

Stamford • Darien • Greenwich • New Canaan • Norwalk • Westport

Member FDIC 

distributes various informational materials for entrepreneurship such as the Veterans Business Resource Guide, VETGazette, Getting Veterans Back to Work, and various other materials. Veterans may access these resources and other assistance from OVBD by visiting the Web site at: www.sba.gov/VETS/

For more information on special government contracting programs for veterans and service-disabled veterans, please check the Contracting Opportunities section of this publication.

William C. Tierney

(860) 240-4894

william.tierney@sba.gov

NATIVE AMERICAN BUSINESS DEVELOPMENT

The SBA also features programs for American Indians, Native Alaskans and Native Hawaiians seeking to create, develop and expand small businesses. These groups have full access to the necessary business development and expansion tools available through the agency's entrepreneurial development, lending and procurement programs. More information is at:

<http://www.sba.gov/aboutsba/sbaprograms/naa/index.html>.

Your contact in Connecticut is:

Stephanie Scott

(860) 240-4637

Stef.Scott@sba.gov

CHOOSING YOUR BUSINESS STRUCTURE

You may operate your business under one of many organizational structures generally chosen for liability and tax reasons. The most common organizational structures are sole proprietorships, general and limited partnerships, "C" and "S" corporations and limited liability companies.

Each structure offers unique tax and liability benefits appropriate for different personnel situations. If you're uncertain where to start, contact your local SBA office, SBDC, SCORE or WBC for assistance.

Sole Proprietorship

One person operating a business as an individual is a sole proprietorship. It's the most common form of business organization. Profits are taxed as income to the owner personally. The personal tax rate is usually lower than the corporate tax rates. The owner has complete control of the business, but faces unlimited liability for its debts. There is very little government regulation or reporting.

General Partnership

A partnership exists when two or more persons join together in the operation and management of a business. Partnerships are subject to relatively little regulation and are fairly easy to establish. A formal partnership is recommended to address potential conflicts such as, who will be responsible for performing each task; what, if any, consultation is needed between partners before major decisions, what happens when a partner dies, and so on. Under a general partnership each partner is liable for all debts of the business. Profits are taxed as income to the partners based on their ownership percentage.

Limited Partnership

Like a general partnership, this is established by an agreement between two or more individuals. However, there are two types of partners.

- A general partner has greater control in some aspects of the partnership. For example, only a general partner can decide to dissolve the partnership. General partners have no limits on the dividends they can receive from profit so they incur unlimited liability.
- Limited partners can only receive a share of profits based on the proportional amount on their investment, and the liability is similarly limited in proportion to their investment.

"C" Corporation

A "C" corporation is a legal entity made up of persons who have a charter legally recognizing the corporation as a separate entity having its own rights, privileges and liabilities, apart from those of the individuals forming the corporation. It's the most complex form of business organization and is comprised of shareholders, directors and officers. The corporation can own assets, borrow money and perform business functions without directly involving the owners. Corporations are subject to more government regulation and have the advantage of limited liability, but not total protection from lawsuits.

Subchapter "S" Corporation

This is a special section of the Internal Revenue Code and permits a corporation to be taxed as a partnership or sole proprietorship, with profits taxed at the individual, rather than the corporate rate. A business must meet certain requirements for Subchapter "S" status. Contact the IRS for information.

LLCs and LLPs

The limited liability company is a popular business form. It combines selected corporate and partnership characteristics while still maintaining status as a legal entity distinct from its owners. As a separate entity it can acquire assets, incur liabilities and conduct

business. It limits liability for the owners. LLC owners risk only their investment, not personal assets. The limited liability partnership is similar to the LLC, but it is aimed at professional organizations.

WRITING A BUSINESS PLAN

After you've thought about your business, the next step is to develop a business plan. The business plan is a formal document explaining in some detail your plans to develop a financially successful business. It's vitally important for two reasons:

- Preparing a business plan forces you to think through every aspect of your business. If you need outside money, your business plan will be one of the first things the lender or investor wants to see.
- A business plan serves as an assessment tool for you.

A comprehensive business plan is not done on the spur of the moment. It can be a long process, and you need good advice. The SBA and its resource partners, including Small Business Development Centers located on many college campuses, Veterans Business Outreach Centers SCORE, Counselors to America's Small Business, and Women's Business Centers, have the expertise to help you craft a winning business plan.

You can find the nearest SBDC at:

<http://www.sba.gov/aboutsba/sbaprograms/sbdc/index.html>.

The nearest SCORE chapter can be located at: www.score.org

To find WBCs, click on:

<http://www.sba.gov/services/> and choose "Women's Business Centers" from the "Counseling & Assistance" heading at the bottom.

You can also find business-plan help on the SBA's Web site at:

<http://www.sba.gov/smallbusinessplanner/> then choose "Writing a Business Plan" from the "Plan Your Business" menu along the bottom.

IN GENERAL, HERE'S WHAT A GOOD BUSINESS PLAN CONTAINS:

Introduction

- Give a detailed description of the business and its goals.
- Discuss ownership of the business and its legal structure.
- List the skills and experience you bring to the business.
- Discuss the advantages you and your business have over competitors.

Marketing

- Discuss the products and services your company will offer.
- Identify customer demand for your products and services.
- Identify your market, its size and locations.
- Explain how your products and services will be advertised and marketed.
- Explain your pricing strategy.

Financial Management

- Explain your source and the amount of initial equity capital.
- Develop a monthly operating budget for the first year.
- Develop an expected return on investment and monthly cash flow for the first year.
- Provide projected income statements, and balance sheets for a two-year period.
- Discuss your break-even point.
- Explain your personal balance sheet and method of compensation.
- Discuss who will maintain your accounting records and how they will be kept.
- Provide "what if" statements addressing alternative approaches to problems that may develop.

Operations

- Explain how the business will be managed day-to-day.
- Discuss hiring, personnel procedures.
- Discuss insurance, lease or rent agreements, and issues pertinent to your business.
- Account for the equipment necessary to produce your goods or services.
- Account for production and delivery of products and services.

Concluding Statement

Summarize your business goals and objectives and express your commitment to the success of your business. Once you have completed your business plan, review it with a friend, business associate, SCORE counselor or Small Business Development Center representative.

When you feel comfortable with the content and structure, review and discuss it with your lender. Remember, the business plan is a flexible document that should change as your business grows.

BUSINESS.GOV

Business.gov, the official business link to the U.S. government, is managed by the SBA in partnership with federal agencies providing business-oriented programs and services.

Business.gov helps businesses save time and money spent on regulatory compliance by providing quick and easy access to business laws, government regulations, forms and agency contacts. The Web site also offers compliance guides and a compliance search mechanism.

The compliance guides provide easy access to resources and programs that help businesses understand their regulatory requirements and improve their operations. Organized by Business Area and Industries, these guides provide a one-stop shop for regulatory assistance and include links to clearly written fact sheets, guidelines, answers to frequently asked questions, interactive tools, training resources and contacts at federal regulatory agencies. Business.gov also features a unique search engine which intelligently locates, organizes and retrieves compliance assistance

We'll put our SBA preferred lending status to work for you.



As a leading Small Business Administration (SBA) lender in Connecticut, People's United Bank can cut through the red tape associated with getting a small business loan. SBA guaranteed financing through People's United Bank can help you start, acquire or expand your business. Your loan approval is fast and easy with our SBA preferred lending status. Find out how we can help your business grow — contact one of our Business Banking experts today.

**People's United
Bank**

Everything starts with you.™

Bridgeport 203.338.4743
New Haven 203.786.2623
Hartford 860.280.2727

Norwich 860.892.6345
Stamford 203.359.6085

©2008 People's Bank, Member FDIC Equal Opportunity Lender

Introduction

information published by federal regulatory agencies searchable by business topics or industry.

You're just a computer click away from help 24-hours a day at: www.business.gov

SCORE

SCORE is a 10,500-member volunteer association that operates under a cooperative agreement with the U.S. Small Business Administration. SCORE matches volunteer business-management counselors with clients in need of expert advice. SCORE has experts in virtually every area of business management and maintains a national skills roster to help identify the best counselor for a particular client. Volunteer counselors, whose collective experience spans the full range of American enterprise, share their management and technical expertise with both present and prospective small business owners.

A nonprofit association, SCORE has dedicated more than 40 years to helping small businesses succeed.

Although some members do remain actively employed, most SCORE volunteers are retired business owners or managers. Volunteers work in or near their home communities to provide management counseling and training to first-time entrepreneurs and current small business owners. They meet with clients at a SCORE chapter office, an SBA office or at the client's place of business.

Every effort is made to match a client's needs with a counselor who is experienced in a comparable line of business. All individual and team counseling is free; there may be a nominal fee for workshops and seminars.

Through in-depth counseling and training, SCORE volunteers help prospective and established small business owners and managers identify problems, determine the causes and find solutions.

Any small business can obtain help from SCORE. Whether you are considering starting your own business, have a business that is experiencing problems, are ready to expand, or need some other type of advice, SCORE can help. The approach is confidential and personal. You don't need to be applying for or have an SBA loan to participate in the program. In fact, an idea is all that is necessary; consultation and counseling before a business start-up is an important part of SCORE's service.

For further information and/or assistance contact the SCORE location nearest you.

Bridgeport SCORE Chapter

University of Bridgeport
Mandeville Hall, Room 2
230 Park Avenue
Bridgeport, CT 06601
(203) 576-4369

Danbury SCORE Chapter

Western CT SCORE
City Hall, 155 Deer Hill Avenue
Danbury, CT 06810
(203) 794-1404

Fairfield County SCORE

24 Belden Avenue, 5th Floor
Norwalk, CT 06850
(203) 847-7348

Hartford SCORE Chapter

330 Main Street, 2nd Floor
Hartford, CT 06106
(860) 240-4700

New Haven SCORE Chapter

Gateway Community College
60 Sargent Drive, Room 207 A
New Haven, CT 06511
(203) 865-7645

Northwest CT SCORE Chapter

Northwest Chamber of Commerce
333 Kennedy Drive
Torrington, CT 06790
(860) 482-6586

Southeastern CT SCORE Chapter

Chamber of Commerce
665 Boston Post Road/P.O. Box 283
Old Saybrook, CT 06475
(860) 388-9508

SCORE SATELLITE OFFICES

Bloomfield SCORE

Chamber of Commerce
330 Park Avenue
Bloomfield, CT 06002
(860) 242-3710

Bristol SCORE

Chamber of Commerce
200 Main Street, 1st Floor
Bristol, CT 06010
(860) 584-4718

Glastonbury SCORE

Chamber of Commerce
2400 Main Street
Glastonbury, CT 06033
(860) 659-3587

Manchester SCORE

Chamber of Commerce
20 Hartford Road
Manchester, CT 06040
(860) 646-2223

Meriden SCORE

Chamber of Commerce
3 Colony Street
Meriden, CT 06451
(203) 235-7901

Middletown SCORE

Chamber of Commerce
393 Main Street
Middletown, CT 06457
(860) 347-6924

Milford SCORE

Milford Chamber of Commerce, Inc.
5 N. Broad Street
Milford, CT 06460
(203) 878-0681

New Milford SCORE

New Milford Library
24 Main Street
New Milford, CT 06776
(860) 355-1191, Reference Desk

New Britain SCORE

Chamber of Commerce
1 Court Street, Room 207 A
New Britain, CT 06051
(860) 229-1665

New London SCORE

Chamber of Commerce
One Whale Row
New London, CT 06320
(860) 388-9508

Shelton SCORE

Greater Valley Chamber
900 Bridgeport Avenue
Shelton, CT 06484
(203) 925-4981

Simsbury SCORE

Simsbury Library
725 Hopmeadow Street
Simsbury, CT 06070
(860) 658-7663

Torrington SCORE

Northwest Connecticut
Chamber of Commerce
333 Kennedy Drive
Torrington, CT 06790
(860) 482-6586

Waterbury SCORE

Silas Bronson Library
267 Grand Street
Waterbury, CT 06702
(203) 574-8225 • (203) 574-8233 Fax

West Hartford SCORE

Chamber of Commerce
948 Farmington Avenue
West Hartford, CT 06107
(860) 521-2300

Windsor SCORE

Windsor Chamber of Commerce
261 Broad Street
Windsor, CT 06095
(860) 688-5165

SCORE's Presence on the Internet

SCORE can also be found on the Internet at www.score.org. SCORE's presence on the Internet makes it possible to reach more small business clients than ever with mentoring and counseling services.

Business owners are now turning to the technology of the Web to fulfill their needs for information and advice. SCORE is primed to meet their requests for help by offering e-mail counseling, maps to local SCORE chapters, hotlinks to other business resources on the Internet and more at the click of a mouse. E-mail counseling is provided by the Cyberchapter, which now includes more than 1,200 online members. You can choose from almost 800 unique skills to find the cybercounselor who best suits your individual needs, including special counseling for veterans, service-disabled veterans and Reserve component members. Log on to SCORE's Internet site to take advantage of the many services SCORE has to offer your business.

SMALL BUSINESS DEVELOPMENT CENTERS

Small Business Development Centers, in coordination with federal, state, local and private sector resources, including funding through a cooperative agreement with the SBA, meet the needs of small businesses and promote economic development in local communities by helping create and retain jobs.

As the SBA's largest non-finance program, SBDCs meet the counseling and training needs of more than 650,000 start-ups or existing business clients annually.

SBDCs provide services such as development of business plans, manufacturing assistance, financial packaging assistance, contracting assistance and international trade assistance. Special emphasis areas include e-commerce, technology transfer, IRS, EPA and OSHA regulatory compliance, research and development, Defense Economic Transition Assistance, disaster recovery assistance and market research. Based on client needs, SBDCs tailor their services to meet the evolving needs of the local small business community.

SBDCs deliver management and technical assistance to small businesses using an effective business education network of 63 lead centers and more than 1,000 service-center locations contracted to manage a broad-based SBDC program. SBDCs are located throughout the U.S., District of Columbia, Guam, Puerto Rico, American Samoa and the U.S. Virgin Islands.

Their services are available to all small businesses or prospective small businesses.

There are specialized programs for minorities, women, veterans, Reservists, people with disabilities, 8(a) businesses in all stages and persons in low- and moderate-income urban and rural areas.

For more information, visit the Web site at: www.sba.gov/aboutsba/sbaprograms/sbdc/index.html

The Connecticut CSBDC is hosted by the State University System, with headquarters at Central Connecticut State University. Visit www.ccsu.edu/sbdc for updates and other information.

CT Small Business Development Center State Offices

Central Connecticut State University
Connecticut Small Business Development Center
Ginne Rae Clay-Gilmore, State Director
185 Main Street
New Britain, CT 06051
(860) 832-0650 • (860) 832-0656 Fax

OTHER LOCATIONS:

Department of Economic & Community Development

505 Hudson Street, floor 2
Hartford, CT 06106
(860) 270-8178 office
(860) 982-8339 cell

ECSU Business Development Center

Eastern Connecticut State University
83 Windham Street
Willimantic, CT 06226
(860) 465-5140 office

SCSU Business Development Center

Southern Connecticut State University
501 Crescent Street
New Haven, CT 06515
(203) 392-5196 office

WCSU Business Development Center

Western Connecticut State University
181 White Street
Danbury, CT 06810
(203) 837-3268 office



What Makes FSB Different?

Local Bankers Who Understand Local Business!

Call David Cantor,
Chief Lending Officer
(860) 284-4102
www.fsbct.com

 **FARMINGTON SAVINGS BANK**

Community Banking at its Best

 AVON BRISTOL BURLINGTON FARMINGTON NEW BRITAIN PLAINVILLE SOUTHTON UNIONVILLE WEST HARTFORD 

TAKING CARE

Expanding Our Own Connecticut Start-up: A Message from the State Director

“Now that our basic operating structure and staff are in place, I’m booting the staff out of the office and into the clients’ places of business.

A client is not going to grow a business from the SBDC office. So we’ll be coming to you.”

The Connecticut Small Business Development Center re-opened last year in five new locations with virtually an entire new slate of staff – and a new way of taking care of business.

Our partnership with Central Connecticut State University (CCSU) and the entire Connecticut State University System (CSUS) brings an exciting array of innovative resources, fresh perspectives and a broader geographical coverage, positioning the SBDC to generate the desired level of small businesses growth throughout the state of Connecticut.

Furthermore, this also gave us the opportunity to do for ourselves what the SBDC has been doing for small businesses for almost 30 years – analyze what’s working, find out what’s impeding growth and identify the resources that will break through those barriers and lead to success.

Like many of you, we spent our first year imagining how we might do things differently, setting up our offices and finding the best people – the *right* people – to do the job.

Now that our basic operating structure and staff are in place, I’m booting the staff out of the office and into the clients’ places of business. A client is not going to grow a business from the SBDC office. So we’ll be coming to you.

Likewise, you’ll see our business counselors in the new storefront downtown, at the local coffee shop with that dynamic, local entrepreneur – and across your desk. We’ll be spending our time where

entrepreneurs do business, providing sound advice based upon relevant experience.

Together, our team has more than 100 years of experience helping companies grow.

Our business counselors have backgrounds in accounting, customer service, human resources, information technology, law, marketing, real estate and sales – at companies large and small. They have served in the state agencies you may need to navigate. They have achieved success in all types of economic conditions. More importantly, they know that small businesses are what drive this nation’s economy.



We also know that we’re not the only resource you need to tap when growing your business. That’s why we have developed collaborative relationships with and make referrals to chambers of commerce, economic development officials, the Small Business Administration, SCORE and private service providers. We talk to them regularly, attend their meetings, read their newsletters and keep them informed of our efforts. It’s all part of keeping up our base of knowledge, delivering complementary services and making sure you get the assistance you truly need.

We’re as focused on your success as you are, so take advantage of our expertise today. Give us a call at 860-832-0650, and you’ll see firsthand how Connecticut’s new SBDC is taking care of business.

– Ginne Rae Clay-Gilmore



OF BUSINESS

Expert Assistance On Location – Yours

The new SBDC team possesses an impressive depth of experience that would benefit any business. For those thinking about starting a business, facing a challenge or looking to expand, these are the people who can help.

While regionally based, the entire staff of experts at the SBDC is available to Connecticut's small business leaders, depending on need. Whether an entrepreneur requires short-term assistance or continuing support as needs change, the full complement of SBDC resources is available through each business counselor.

Business counselors are equipped for work on the road, so they can connect to the extensive SBDC network from any location that is convenient for their entrepreneurial clients.

And small business owners can rest assured that their SBDC specialist will never impart out-of-date answers or ideas. Just as the SBDC offers ongoing educational programs to clients, its staff remains up-to-date through workshops and training programs, too.

Working with the SBDC team is like adding a cabinet of senior-level advisors to your staff.

Read about their qualifications, know-how and capabilities on the next page.

Measurable Impact

This year, the SBDC staff will:

- Travel 72,000 miles in Connecticut
- Present 100 workshops
- Help launch 60 new businesses
- 5,000 counseling hours
- Connect businesses to more than \$1 million of funding



Superior Business Planning

Ted Anderson saw an opportunity. With his experience and a long list of potential customers, he drafted a business plan for a new company that would provide sandblasting and refinishing services to manufacturing and aerospace companies.

Realizing he would need a significant loan to launch such a business, Mr. Anderson contacted the Small Business Development Center before submitting his business plan to a local bank. SBDC counselor Rosita Forte-Dobson reviewed his business plan, making suggestions for improvements that Mr. Anderson completed in just a couple of weeks.

“Ms. Forte-Dobson pointed out expenses that I would not have otherwise thought about, and she asked questions about my goals, location, competition and marketing plan,” Mr. Anderson said. “The SBDC provided the tools and direction to help me decide if I was ready to start out on my dream, or if I should look deeper into a start-up business. This was a very important step.”

A month after first meeting with Ms. Forte-Dobson, he secured a \$200,000 loan. Four months later, Mr. Anderson celebrated the grand opening of Superior Refinishing LLC, which was attended by the mayor of New Britain. The company is already looking ahead to growth, with plans to add two employees in the next three years.

Our People Are Your Most Valuable Resource

AT CCSU

GINNE RAE CLAY-GILMORE, State Director

In her 20 years with the Department of Economic and Community Development, Ms. Clay-Gilmore worked to generate many high-profile development projects, including the Brass Mill Center, which revitalized a prominently located brownfield in the city of Waterbury. Through her many successful efforts to appropriately develop business in Connecticut's 169 towns – and through her roles in other economic development and funding agencies – she has created an extensive network of contacts that includes well-respected state and local government leaders, as well as private-sector experts.

Ms. Clay-Gilmore has reported directly to four governors on the progress of small business development and the many programs she has managed in support of that growth, including the state's set-aside and revolving loan programs. Her proactive outreach to other state agencies, and to the many public and private organizations serving businesses, improved communication, leading to better, more collaborative programs for the business community. Ms. Clay-Gilmore has helped to grow companies in all industries in all areas of the state by connecting them to the people and resources that make a difference. She is the first woman, as well as the first minority to lead the SBDC.

SUE SITON, Technical Advisor

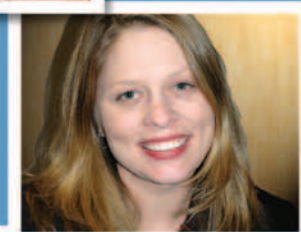
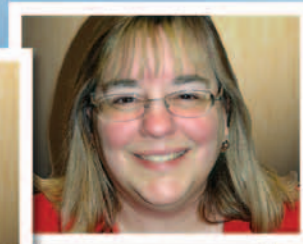
Ms. Siton has managed operations for numerous departments and schools at CCSU

for 17 years. She has worked in support of manufacturing technology transfer and business incubator programs, developing a mastery of university financial procedures, database management, scheduling and contract documents.

EVELYN PASCO

Business Development Specialist

A veteran human services professional with expertise in program management and client needs assessment, Ms. Pasco has extensive experience working collaboratively with local, state and private-sector service providers to effectively deliver employment and training services. Bilingual in English and Spanish, with a background in accounting, she manages marketing and outreach efforts, connecting the SBDC to small business owners in Connecticut ready for economic growth.



Ellen Mayo**Business Development Specialist**

Ms. Mayo brings her experience in the fields of education and human resources management to the SBDC. She worked to improve curricula throughout Southeastern Connecticut schools for more than a decade, identifying sources of funding and selecting resources with demonstrated effectiveness. While working for a defense contractor in New London County, she created and managed comprehensive systems in the areas of benefits, hiring and recruitment, and employee relations.

AT EASTERN CONNECTICUT STATE UNIVERSITY

Henry (Hank) Reed**Business Development Specialist**

Prior to joining the SBDC, Mr. Reed operated a successful financial consulting and auditing business of his own, following a 20-year career in the banking and financial services industry. A seasoned commercial lending officer, he served as vice president of a commercial bank and has vast experience in marketing, commercial real estate, appraising and auditing.

Milena Stankova Erwin**Business Development Advisor**

An international marketing and sales expert, Ms. Erwin has managed small business operations in several industries and countries around the world for the past 15 years. Originally from Bulgaria, she speaks seven languages and has cultivated specialized skills in market research, international distribution networks and contract negotiations.

Dennis Twiss**Business Development Advisor**

With 35 years of industrial business expertise, Mr. Twiss is a certified business counselor who previously conducted operational audits during the acquisition process of manufacturing companies, and at a divisional level, managed the preparation of one-, three- and five-year business plans. In addition to managing several small businesses, he has served in key leadership positions for a number of Fortune 500 companies.

AT SOUTHERN CONNECTICUT STATE UNIVERSITY

Kenneth S. Kollmeyer**Business Development Specialist**

Mr. Kollmeyer adds a wide range of business know-how to the SBDC team from his work at Sears, American Greetings, Bloomingdale's, Moore Medical and other major employers. For over 30 years, he has held senior positions running such areas as customer service, distribution and supply chain management, general operations, human resources, information technology and sales.

Maryann Cruz**Business Development Advisor**

Ms. Cruz returns to assisting Connecticut's small business community after working on the highly visible launch of the Connecticut Convention Center, and then in hotel promotions and accounting for the Center's companion, the Marriott Hartford Downtown. Fluent in Spanish, she built a significant base of knowledge and network of contacts in her six years at the Connecticut Economic Resource Center, where she helped start-ups – as well as expanding and relocating businesses of all types and sizes – with licensing, registration, permitting and funding matters.

AT WESTERN CONNECTICUT STATE UNIVERSITY

Tia Martinson**Business Development Specialist**

With a diverse background in banking, education and the arts, Ms. Martinson adds her familiarity with securing business loans, conducting market research and developing effective marketing plans to the SBDC arsenal of expertise. An educator, she is directly involved in developing SBDC workshops and other programs to further the knowledge and skills of Connecticut's small business employees. She also serves as an adjunct professor at Southern Connecticut State University.

Charlotte Cilley**Business Development Advisor**

Ms. Cilley began her career as a tax accountant with Price Waterhouse where she obtained her CPA certificate. Later, she became a Six Sigma Master Black Belt at GE Capital where she worked to improve accounting practices, managing a \$16 million departmental budget, before transitioning to a group facilitator position. In that capacity, she developed the coaching skills that, after

retirement, served her clients well in her role as a business counselor for SCORE. Now her 20 years of business experience is available to SBDC clients.

Walter Recher**Business Development Advisor**

Mr. Recher has held senior management positions with start-up businesses and entrepreneurial corporations, including In-Touch Media, On-Ramp Associates, MCI, Cablevision, Izod LaCoste and Herman's World of Sporting Goods. His areas of specialty include new market development, education and professional services. As a consultant, he has provided marketing and strategic management services for corporations, educational institutions and business organizations. Mr. Recher has served as an adjunct professor and developed entrepreneurship and other courses at a number of major colleges and universities in the Northeast.

AT THE DEPARTMENT OF ECONOMIC AND COMMUNITY DEVELOPMENT

Rosita Forte-Dobson, Esq.**Business Development Specialist**

Ms. Forte-Dobson, a former business owner, earned a law degree from Temple University Law School. She brings 30 years of business and community development experience to the SBDC. Her expertise includes banking, corporate trust administration, real estate sales and economic development in both the public and private sectors. A former DECD employee, Ms. Forte-Dobson managed both small and high-level deals, customizing assistance packages to attract and grow companies in a variety of industries.

Paul Gagnon**Business Development Advisor**

Mr. Gagnon is a certified Six Sigma Black Belt, a former management consultant and an adjunct professor of management at Central Connecticut State University. In 1998, he developed one of the nation's first business-to-business e-commerce courses for an MBA program. Mr. Gagnon has edited management textbooks, developed a biotechnology symposium, secured a U.S. patent pending for a sports training device and served in the Peace Corps. He spent 15 years working in corporate financial and organizational strategy, business development, acquisitions, marketing and sales at Fortune 500 companies.

The Educational Advantage: New Campus Locations Offer Additional Support



Universities have always been a part of the SBDC program. In fact, the pilot program that launched SBDCs across the nation initially called them University Business Development Centers. The host university provides significant resources to support the SBDC, taking responsibility for many administrative functions, making in-house experts available and contributing both in-kind and direct financial support.

CCSU and the entire Connecticut State University System have a strong history of supporting workforce development in the state. The system and each university within it have productive, working relationships with area companies.

"We were able to tap true business experts to revamp the SBDC here because we know and work with local entrepreneurs, small businesses and economic development veterans everyday," said CSUS Chancellor Dr. David Carter, who was part of the effort that first brought the SBDC to Connecticut nearly 30 years ago.

Businesspeople serve as adjunct professors, provide input for course development and offer opportunities for students to tackle

real-world business projects. In turn, they benefit from tapping into engaged, young minds, schooled in the latest thinking, and from working with professors who, like the entrepreneurs, are experts in their fields.

SBDC counselors, too, provide professional feedback and opportunities that contribute to the development of students, who will soon be, or already are, working for Connecticut companies. Thanks to a close relationship with the School of Business at CCSU, members of the SBDC team review student business plans in high-level entrepreneurial classes and engage students in research projects for both the center and its clients.

"According to Dun & Bradstreet, lack of knowledge is a top reason for small business failures. Not on our watch," said CCSU President Dr. Jack Miller. "It's clear that adding the resources of a university to economic development efforts contributes to local business growth. We're proud to host Connecticut's SBDC program. The center is expertly staffed, operated like a nimble, small business itself, and stocked with the resources the state's entrepreneurs needs."

What Small Business Owners Are Saying...

"Our SBDC advisor is our counselor, our friend and our mentor. With this help, we have successfully launched our company. I'm so grateful to have such wonderful support."

– **Shaoli Sun**
Easy Chore LLC

"When I decided to start my business, I had so many great ideas, but I wasn't sure where to begin. Working with the SBDC allowed me to focus and organize my business plan. The professionalism, support and expertise are invaluable. Thank you!"

– **Sandra Garay**
Heart Strong Education

"There have been many difficult times, but throughout, my SBDC counselor has been a close advisor, serving as coach, critic and confidant. It's refreshing to know that whatever crisis I need resolved, there is a place like the SBDC with a consultant ready to nurture and advise."

– **Barbara Parafati**
Reflexions Hair Salon

Get the Answers You Need

Nationally, businesses that use the services of the SBDC experience increased sales, faster sales growth and higher job growth rates than average businesses, according to the Association of Small Business Development Centers network.

Ready to join the hundreds of thousands of small businesses who are better educated, more prepared and tapped into a strong network of resources? Business counseling is a free service, so contact the Connecticut Small Business Development Center today.

Visit www.ccsu.edu/sbdc or call **860-832-0650**. SBDC counselors are based at the offices listed at the right, but are ready to come to you.

SBDC Executive Office

Central Connecticut State University
185 Main Street
New Britain, CT 06051

SBDC Satellite Offices

Eastern Connecticut State University
Beckert Hall
83 Windham Street
Willimantic, CT 06226

Southern Connecticut State University

Old Student Center Room 104
501 Crescent Street
New Haven, CT 06515

Western Connecticut State University

Ancell School of Business
181 White Street
Danbury, CT 06810

State of Connecticut Department of Economic and Community Development

505 Hudson Street
Hartford, CT 06106



"The decision to open my own catering and prepared food business initially was an overwhelming endeavor. The Small Business Development Center helped me to organize my plan and remain focused. This has been a positive and productive experience, and the assistance will enable me to expand and grow my business."

– **Bob Bourassa**
BB Custom Catering

"I want to thank you and your team for the excellent advice, guidance and counsel. Starting a company is difficult at best, and we appreciate your emphasis on detailed business planning and marketing. I will continue to call on you for help as we grow and plan for the future."

– **Pat Harold**
Spectrum Business Solutions

"We would not have been able to complete our business plan without the assistance you provided. Thank you for everything that you and your team have done for us."

– **Frank and Rose Tomaszewski**, Composite Machining Experts

Knowing the Rules

Paying Attention To Detail Can Save Time and Money



It may be inconceivable to you that your home-based consulting service or hand-knit sweater business would have to comply with any of the numerous local, state, and federal regulations, but in all likelihood it will. Avoid the temptation to ignore regulatory details. Doing so may avert some red tape in the short term, but could be an obstacle as your business grows. Taking the time to research the applicable regulations is as important as knowing your market. Below is a checklist of the most common requirements that affect small businesses, but it is by no means exhaustive. Bear in mind that regulations vary by industry. If you're in the food service business, for example, you will have to deal with the health department. If you use chemical solvents, you will have environmental compliances to meet. Carefully

investigate the regulations that affect your industry. Being out of compliance could leave you unprotected legally, lead to expensive penalties and jeopardize your business.

BUSINESS ORGANIZATION

There are many forms of legal structure you may choose for your business. The most common structures are Sole Proprietorships, General and Limited Partnerships, C and S Corporations and Limited Liability Companies. Each legal structure offers organizational options which are appropriate for different personal situations and which affect tax and liability issues. We suggest you research each legal structure thoroughly and consult a tax accountant and/or attorney prior to making your decision.

BUSINESS & STATE LICENSES

Several types of businesses and professions require state licensing. The Connecticut Licensing Information Center (CT-CLIC) is your gateway to business registry. Designed to bring businesses into full compliance with Connecticut law quickly and easily, CT-CLIC offers both a self-service approach via the web at www.CT-CLIC.com and a full service approach through the Smart Start business registry program.

CT-CLIC's web site, Connecticut's licensing portal, provides information on over 900 licenses, permits and registrations among 29 licensing agencies and offers contacts and links to downloadable forms. Additional business resource information is available through the Business Center; Frequently Asked Questions; and the Biz Quiz, a customized online business registry checklist.

Smart Start, the personal business assistance service of the Connecticut Licensing Information Center, is a full service program designed to simplify the process for bringing a business into full compliance with Connecticut laws. Free personalized assistance is available through the Smart Start program to assist businesses through the registration process. Smart Start determines the registration needs of a business as well as helps to obtain the registrations.

Visit CT-CLIC on the web at: www.ct-clic.com or contact Smart Start at (800) 392-2122 or e-mail: SmartStart@cerc.com

State of Connecticut – Office of the Business Advocate

The mission of the Business Advocate is to speak for and promote free enterprise in Connecticut. This advocacy can be accomplished through face-to-face meetings,

site visits, public gatherings, conferences, email and others forms of communication.

The Business Advocate will also use collaboration with and referrals to other government agencies and private organizations in an effort to promote free enterprise in Connecticut. The goal is to build an environment that is friendly to business.

Governor M. Jodi Rell has said that she wants the Business Advocate to cut through the "red tape" and navigate the "alphabet soup" of government in an effort to promote business. Legislators have referred to the Business Advocate as an "Ombudsman" and a "cheerleader" for Connecticut's business community. They are all correct.

The Office of the Business Advocate provides support to the business community to promote free enterprise and make available the information they need to be successful.

OBA contact information: State of Connecticut

Office of the Business Advocate
505 Hudson Street
Hartford, CT 06106-7106
(860) 270-8093
www.ct.gov/oba

FICTITIOUS BUSINESS NAME

Registering your business name, after doing a search to make sure that it is not already in use, protects you from others who might be using the same name. For more information contact the Town or Municipal Clerks in the town your business is based. Businesses other than sole proprietorships and general partnerships must also register with the Secretary of State at (860) 509-6001.

STATE TAXES

The Connecticut Department of Revenue Services is the agency responsible for administering tax laws and collecting state tax revenues. Among the taxes they collect are Sales and Use Tax, Corporate and Personal Income Tax, Business Entity Tax, Admission Tax, Dues Tax and others. The Connecticut Department of Revenue Services provides comprehensive information on their website www.ct.gov/drs. Business owners may also elect to receive updated information via "DRS E-NEWS." Additional and printed information can be obtained by calling (860) 297-5962 in the Hartford area or (800) 382-9463 in other areas of the state, or by visiting www.ct.gov/drs

Employers are also required to register with the Connecticut Department of Labor for

payment of unemployment and workers compensation taxes. Please telephone that agency at (860) 263-6000 or visit the DOL website at: www.ct.gov/dol.

ESTIMATED INCOME TAXES

If the business income tax is expected to exceed \$1,000 per year, you must submit form 1040ES Federal Estimated Taxes for each quarter, and pay 90 percent minimum of the estimated quarterly income tax each quarter. Quarterly State Estimated taxes also apply.

All firms must obtain a State Tax Registration Number/ID from the Connecticut Department of Revenue Services, 25 Sigourney Street, Hartford, CT 06101. You can reach the department at (860) 297-5962 in state, (800) 382-9463 outside Connecticut, or www.ct.gov/drs. Application fees vary with the type of business and start at \$50. Regional offices are in Bridgeport, Hamden, Hartford, Norwich and Waterbury.

For tax related questions, e-mail drs@po.state.ct.us or visit the Web at: www.ct.gov/drs.

BUSINESS INSURANCE

Like home insurance, business insurance protects the contents of your business against fire, theft and other losses. Contact your insurance agent or broker. It is prudent for any business to purchase a number of basic types of insurance. Some types of coverage are required by law, other simply make good business sense. The types of insurance listed below are among the most commonly used and are merely a starting point for evaluating the needs of your business.

Liability Insurance -- Businesses may incur various forms of liability in conducting their normal activities. One of the most common types is product liability, which may be incurred when a customer suffers harm from using the business product. There are many other types of liability, which are frequently related to specific industries. Liability law is constantly changing. An analysis of your liability insurance needs by a competent professional is vital in determining an adequate and appropriate level of protection for your business.

Property -- There are many different types of property insurance and levels of coverage available. It is important to determine the property you need to insure for the continuation of your business and the level of insurance you need to replace or rebuild. You must also understand the terms of the

insurance, including any limitations or waivers of coverage.

Business Interruption -- While property insurance may pay enough to replace damaged or destroyed equipment or buildings, how will you pay costs such as taxes, utilities and other continuing expenses during the period between when the damage occurs and when the property is replaced? Business Interruption (or "business income") insurance can provide sufficient funds to pay your fixed expenses during a period of time when your business is not operational.

"Key Man" -- If you (and/or any other individual) are so critical to the operation of your business that it cannot continue in the event of your illness or death, you should consider "key man" insurance. This type of policy is frequently required by banks or government loan programs. It also can be used to provide continuity in operations during a period of ownership transition caused by the death or incapacitation of an owner or other "key" employee.

Automobile -- It is obvious that a vehicle owned by your business should be insured for both liability and replacement purposes. What is less obvious is that you may need special insurance (called "non-owned automobile coverage") if you use your personal vehicle on company business. This policy covers the business' liability for any damage which may result for such usage.

Officer and Director -- Under most state laws, officers and directors of a corporation may become personally liable for their actions on behalf of the company. This type of policy covers this liability.

Home Office -- If you are establishing an office in your home, it is a good idea to contact your homeowners' insurance company to update your policy to include coverage for office equipment. This coverage is not automatically included in a standard homeowner's policy.

EMPLOYER IDENTIFICATION NUMBER

An EIN, Form SS-4, also known as a federal tax identification number, is used to identify a business entity. Generally all businesses need an EIN. You may apply for an EIN in a variety of ways, including online, phone, fax. Taxpayers can call a toll-free number, (800) 829-4933, to get an EIN. Internal Revenue Service customer service representatives are available to answer calls Monday through Friday, from 7:30 a.m. to 5:30 p.m. customer's local time.

Taxpayers can fax EIN requests seven days a week/24 hours a day by dialing the fax number to one of three IRS Campus' that accept applications. The instructions on the newly revised Form SS-4, Application for Employer ID Number, indicate which IRS Campus is assigned to their specific state. Detailed information and an electronic SS-4 can be found at the IRS Small Business/Self Employed Community Web site at: <http://www.irs.gov/business/small/index.html>, click on New Businesses. Faxed applications are processed in four days. The IRS Campus' accepting faxed applications are:

Holtsville, NY (631) 447-8960
Cincinnati, OH (859) 669-5760
Philadelphia, PA (215) 516-3990

IRS accepts third party Form SS-4's. Tax practitioners complete the new "Third Party Designee" section on their client's behalf by obtaining the client's signature on Form SS-4. IRS no longer requires that practitioners file a Form 2848, Power of Attorney or Form 8821, Tax Information Authorization to get an EIN for their clients.

Federal Self-Employment Tax

Everyone must pay Social Security and Medicare coverage. If you are self-employed, your contributions are made through the self-employment tax.

The IRS has publications, counselors and workshops available to help you sort it out. For more information contact the IRS at (800) 829-1040.

Business Tax Information

If you plan to hire employees you are also required to obtain a Federal Employee Identification Number from the Internal Revenue Service (IRS). To obtain the registration form and reference documents, contact the IRS at (800) 829-1040 or visit their website: <http://www.irs.gov/businesses/small/index.html>. for complete information.

Sales Tax Exemption Certificate

If you plan to sell products, you will need a Sales Tax Exemption Certificate. It allows you to purchase inventory, or materials, which will become part of the product you sell, from suppliers without paying taxes. It requires you to charge sales tax to your customers, which you are responsible for remitting to the state. You will have to pay penalties if it is found that you should have been taxing your products and now owe back taxes to the state. For information on Sales Tax issues, visit your state's Web page.

FEDERAL INCOME TAX

Like the state income tax, the method of paying federal income taxes depends upon your legal form of business. The following procedures must be considered:

Sole Proprietorship: You must file IRS Federal Form Schedule C along with your personal Federal Income Tax return (Form 1040) and any other applicable forms pertaining to gains or losses in your business activity.

Partnership: You must file a Federal Partnership return (Form 1065). This is merely informational to show gross and net earnings of profit & loss. Also, each partner must report his share of partnership earnings on his individual Form 1040 based on the information from the K-1 filed with the Form 1065.

Corporation: You must file a Federal Corporation Income Tax (Form 1120) Return. You will also be required to file an personal federal income tax return (Form 1040) on your earnings from the corporation based on the W-2 received from your employer.

FEDERAL PAYROLL TAX

Federal Withholding Tax: Any business employing a person other than the owner must register with the IRS and acquire an EIN and pay federal withholding tax at least quarterly. File Form SS-4 with IRS to obtain number and required tax forms. Call (800) 829-3676 or (800) 829-1040 if you have questions.

Federal Insurance Contribution Act (FICA): Any business owner who employs one person other than himself must pay the current rate of 6.20 percent on each employe's gross wages, up to \$87,900 for Social Security Benefits and 1.45 percent for Medicare from each wage paid through 2004. The employee contributes from wages, through payroll withholding, 6.20 percent for Social Security Benefits and 1.45 percent for Medicare on all wages paid for 2005. (Consult forms 1040 ES or Publication 15, Circular E.) Call (800) 829-3676 if you have questions.

Both these withholdings (federal withholding tax and FICA tax) require the preparation of a W-2 Form for each employee. The W-2 Form is due once a year and must be prepared, mailed and received by the employee before January 31 of the following year.

Federal Unemployment Tax Act (FUTA): For 2007 the FUTA tax is .8 percent of wages paid during the year. The tax applies to the first \$7,000 you pay each employee as wages

during the calendar year. The employer is responsible for paying FUTA tax. It must not be deducted from employee's wages. Form 940 must be prepared and paid by January 31 of the following year. Refer to Circular "E" Employer's Tax Guide, Publication 15 from Internal Revenue Service. Call (800) 829-3676 for information.

SOCIAL SECURITY CARDS

All employees must have a social security card. It must be signed by its owner, and you should always ask to see and personally record the social security number. Failure to do so may cause your employee to lose benefits and considerable trouble for yourself in back tracking to uncover the error.

Each pay day, your employees must receive a statement from you telling them what deductions were made and how many dollars were taken out for each legal purpose. This can be on the check as a detachable portion or in the form of an envelope with the items printed and spaces for dollar deductions to be filled in. No deductions may be made by any employer for any reason unless the employee has previously signed a paper authorizing the deduction. There are no exceptions.

EMPLOYEE CONSIDERATIONS

Taxes - If you have any employees, including officers of a corporation but not the sole proprietor or partners, you must make periodic payments, and/or file quarterly reports about payroll taxes and other mandatory deductions. You may contact these government agencies for information, assistance and forms.

Social Security Administration
(800) 772-1213
<http://www.ssa.gov/>

**Federal Withholding
U.S. Internal Revenue Service**
(800) 829-1040
<http://www.irs.gov/>

Employee Insurance

If you hire employees you may be required to provide unemployment or workers' compensation insurance.

USCIS

The Federal Immigration Reform and Control Act of 1986 requires all employers to verify the employment eligibility of new employees. The law obligates an employer to process Employment Eligibility Verification

Form I-9. The U.S. Citizenship and Immigration Services Office of Business Liaison offers a selection of information bulletins and live assistance for this process through the Employer Hotline. In addition, USCIS forms and the Employer Handbook can be obtained by calling the Forms Hotline. For forms call (800) 870-3676, for the Employer Hotline call (800) 357-2099.

Americans With Disabilities Act

For assistance or clarification with the ADA, call (800) 669-3362 or visit them at: <http://www.ada.gov/>

SAFETY & HEALTH REGULATIONS

All businesses with employees are required to comply with state and federal regulations regarding the protection of employees. OSHA outlines specific health and safety standards adopted by the U.S. Department of Labor. For information contact:

Federal Occupational Safety & Health Administration

Department of Labor
820 First Street N.E.
Washington, DC 20020
(202) 693-5000

Use of hazardous substances in businesses is highly regulated and there are heavy fines for non-compliance.

Hazardous substances used in your business need to be registered with the local municipality to assist emergency service providers as well as the State of Connecticut, Department of Environmental protection (DEP). Call the DEP Permit Assistance Office at (860) 424-3003 for more details or visit www.ct.gov/dep.

COPYRIGHTS, TRADEMARKS & PATENTS

Federal Registration of Trademarks and Patents

Trademarks are names or symbols used in any commerce that is subject to regulation by state government or the U.S. Congress.

To register a trademark, contact:

Patent & Trademark Office:

P.O. Box 1450
Alexandria, VA 22313-1450
(800) 786-9199
<http://www.uspto.gov/>

Trademark Information Hotline

(703) 308-9000

State Registration of a Trademark

Trademarks and service marks may be registered in a state for a term of 10 years.

Caution: Federally registered trademarks may conflict with and supersede state registered business and product names. Businesses are encouraged to check for conflicts with federal trademarks.

Copyrights

Copyrights protect the thoughts and ideas of authors, composers and artists. A copyright prevents illegal copying of written matter, works of art or computer programs. In order to ensure copyright protection, the copyright owner should always include notices on all copies of the work. For general information contact:

U.S. Copyright Office

U.S. Library of Congress
James Madison Memorial Building
Washington, DC 20559
(202) 707-9100 - Order Line
(202) 707-3000 - Information Line

Patents

Additional information is provided in the publications, General Information Concerning Patents and other publications distributed through the U.S. Patent and Trademark Office.

For more information, contact the:

U.S. Patent and Trademark Office

(800) 786-9199 • <http://www.uspto.gov>

Product Coding

GS1 US™ (not a government agency) provides a unique company number that is used to create bar codes (including UPCs) for your products. Many stores require bar coding on the packaged products they sell. Many industrial and manufacturing companies also use bar coding to identify items they receive and ship. GS1 US, formerly the Uniform Code Council, Inc.® (UCC®), provides tools and assistance to help you meet these requirements. For information, visit www.gs1us.org/pc. For additional questions, contact:

GS1 US

7887 Washington Village Drive, Suite 300
Dayton, OH 45459-8605
(937) 435-3870

#1 Now Serving Connecticut!

■ BNB Bank has been the #1 small bank SBA lender to companies in the NY/NJ region for the past seven years in a row and we'd like to do the same in Connecticut!

■ Unlike other banks, BNB Bank specializes in making it easy for small businesses to get an SBA Loan.

■ The personal assistance BNB Bank provides during the application process makes getting an SBA Loan a hassle-free experience. As the area's #1 preferred lender, BNB Bank **reduces** the time it takes to process your completed SBA application **from weeks to only days.**



Call 888-722-9262 or visit www.bnbbank.com

Getting Approved

Financing Options To Start Or Grow Your Business



Many entrepreneurs need financial resources to start or expand a small business themselves and must combine what they have with other sources of financing. These sources can include family and friends, venture capital financing, and business loans.

The SBA Resource Guide will discuss the primary business loan programs of SBA and the equity financing program. These are: the 7(a) Loan Program, the Certified Development Company or 504 Loan Program, the MicroLoan Program and the Small Business Investment Program. The distinguishing features for these programs are the total dollar amount that can be borrowed, the type of lenders who can provide these loans, the uses for the loan proceeds, and the terms placed on the borrower.

Note: The SBA does not offer grants to start or grow a business. The only grants

the SBA is authorized to provide to private businesses are for businesses providing management technical assistance to other businesses.

When you seek a business loan familiarize yourself with the SBA's business loan programs to see if they may be a viable option. The three principal players in each of these programs are – the small business, the lender and the SBA. The business should have its business plan prepared before it applies for a loan. This plan should explain what resources will be needed to accomplish the desired business purpose including the cost of everything, the applicants' contribution, use of loan proceeds, collateral, and most important, an explanation of how the business will be able to repay the loan in a timely manner.

The lender will analyze the application to see if it meets the lender's criteria as well as

SBA requirements. SBA will look to the lender to do much of the analysis before it provides its guaranty to the lender's loan or provides the microlenders with funds to re-lend to the business. The SBA's business loan programs provide a key source of financing for viable small businesses that have real potential, but cannot qualify for loans from traditional sources.

7(A) LOAN PROGRAM

The 7(a) Loan Program is the SBA's primary business loan program. It is the agency's most used non-disaster financial assistance programs because of its flexibility in loan structure, variety (of loan proceeds uses), and availability. This program has broad eligibility requirements and credit criteria to accommodate a wide range of financing needs.

The business loans that SBA guarantees do not come from the agency, but rather from banks and other lenders, including development companies, intermediaries and venture capital firms that make loans to investment capital. The loans are funded by these organizations and they make the decisions to approve or not approve the requests.

The SBA guaranty reduces the lender's risk of borrower non-payment. If the borrower defaults, the lender can request SBA to pay the lender that percentage of the outstanding balance guaranteed by SBA. This allows the lender to recover a portion of what it lent from SBA if the borrower can't make the payments. The borrower is still obligated for the full amount.

To qualify for an SBA guaranty, a small business must meet the lender's criteria and the 7(a) requirements. In addition the lender must certify that it would not provide this

loan under the proposed terms and conditions unless it can obtain an SBA guaranty. If the SBA is going to provide a lender with a guaranty, the loan must be eligible, creditworthy and structured under conditions acceptable to SBA.

PERCENTAGE OF GUARANTIES

The SBA only guarantees a portion of any particular loan so each loan will also have an unguaranteed portion giving the lender a certain amount of exposure and risk. The percentage of guaranty depends on either the dollar amount or the method by which the lender obtains its guaranty. For 7(a) loans of \$150,000 or less the SBA will guaranty as much as 85 percent and for loans over \$150,000 the SBA can provide a guaranty of up to 75 percent. The maximum loan amount is \$2 million and the maximum guaranty amount to any one business is \$1.5 million. The one exception is when a business needs both working capital and fixed assets to promote exporting in which case the SBA can guaranty two loans with a maximum level of participation at \$1.75 million.

Loans made under the *SBAExpress* program, which is discussed subsequently, have a 50 percent guaranty.

INTEREST RATES AND FEES

Both fixed and variable interest rates are available. Rates are set based on the lowest prime rate* and maturity. For loans with maturities of less than seven years the rate will be fixed or start at prime plus no more than 2.25 percent. For loans with maturities of seven years or more the rate can be as high as prime plus 2.75 percent. For loans under \$50,000 and for loans processed through *SBAExpress*, rates are permitted to be higher.

The SBA charges the lender a nominal upfront fee to provide its guaranty, and the lender may pass this charge on to the borrower. The fee is based on the total amount of the loan and whether the loan is short-term (12 months or less) or long term (over 12 months). The fee is computed based on the amount that SBA guarantees.

On any loan with a maturity of one year or less, the fee is just 0.25 percent of the guaranteed portion of the loan. On loans with maturities of more than one year, the guaranty fee is 2 percent of the SBA guaranteed portion on loans up to \$150,000; 3 percent on loans over \$150,000 but not over \$700,000; and 3.5 percent on loans over \$700,000. There is also an additional fee of

0.25 percent on any guaranteed portion over \$1 million.

* All references to the prime rate refer to the lowest prime rate as published in the *Wall Street Journal* on the day the application is received by the SBA.

7(A) LOAN MATURITIES

SBA loan programs are generally intended to encourage longer term small business financing, but actual loan maturities are based on the ability to repay, the purpose of the loan proceeds, and the useful life of the assets financed. However, maximum loan maturities have been established: 25 years for real estate; up to 10 years for equipment (depending on the useful life of the equipment); and generally up to 10 years for working capital. Short-term loans and revolving lines of credit are also available through the SBA to help small businesses meet their short-term and cyclical working capital needs.

STRUCTURE

Most loans are repaid with monthly payments of principal and interest. For fixed-rate loans the payments stay the same whereas for variable rate loans the lender can re-establish the payment amount when the interest rates change or at other intervals as negotiated with the borrower. Applicants can request that the lender establish the loan with interest-only payments during the start-up and expansion phases (when applicable) to allow the business time to generate the income to start repaying the loan. There are no balloon payments or call provisions allowed on any 7(a) loan. The lender may not charge a prepayment penalty if the loan is paid off before maturity, but the SBA will charge the borrower a prepayment fee if the loan has a maturity of 15 or more years and is pre-paid during the first three years.

COLLATERAL

The SBA expects every loan to be fully secured, however the SBA will not decline a request to guaranty a loan if the only unfavorable factor is insufficient collateral. What these two policies mean is that every SBA loan is to be secured by all available assets (both business and personal) until the recovery value equals the loan amount or until all assets have been pledged to the extent that they are reasonably available, to adequately secure the

loan. Personal guaranties are required from all the principal owners of the business. Liens on personal assets of the principals may be required.

ELIGIBILITY

7(a) loan eligibility is based on four different factors. The first is size, as all loan recipients must be classified as "small" by SBA. The basic size standards are outlined below. A more in-depth listing of standards can be found at:

<http://www.sba.gov/services/contractingopportunities/index.html> then select "Size Standards" from the "Contracting Opportunities" listing along the bottom.

SBA Size Standards:

- Manufacturing from 500 to 1,500 employees
- Wholesaling – 100 employees
- Services from \$4.5 million to \$32.5 million in average annual receipts
- Retailing from \$6.5 million to \$26.5 million
- General construction from \$6.5 million to \$32 million
- Agriculture from \$750,000 to \$16.5 million in average annual receipts

Nature of Business

The second eligibility factor is based on the nature of the business and the process by which it generates income or the customers it serves. The SBA has general prohibitions against providing financial assistance to businesses involved in such activities as lending, speculating, passive investment, pyramid sales, loan packaging, presenting live performances of a prurient sexual nature, and businesses involved in gambling or any illegal activity.

The SBA will also not support non-profit businesses, private clubs that limit membership on a basis other than capacity, businesses that promote a religion, businesses owned by individuals incarcerated or on probation or parole, municipalities, and situations where the business or its owners previously failed to repay a federal loan or federally assisted financing.

Use of Proceeds

The third eligibility factor is what the loan proceeds can and cannot be used for. 7(a) proceeds can be used to: purchase machinery, equipment, fixtures, supplies, leasehold improvements, as well as land and/or

buildings that will be occupied by the business borrower.

Proceeds can also be used to:

- Expand or renovate facilities;
- Finance receivables and augment working capital;
- Finance seasonal lines of credit;
- Construct commercial buildings; and
- Refinance existing debt under certain conditions.

7(a) loan proceeds cannot be used to pay an associate of the business, for floor plan financing, research & development (except for the Energy Loan Program) or to have funds for the purpose of making investments.

Miscellaneous Factors

The fourth factor involves a variety of requirements such as SBA credit elsewhere and utilization of personal assets requirements where the applicant business and its principal owners must use their own resources before getting a loan guaranteed by SBA. It also includes SBA's anti-discrimination rules and prohibitions on lending to agricultural enterprises because there are other agencies of the federal government with programs to fund such businesses.

However, some factors here are the SBA's most important eligibility rules, including:

- Every loan must be for a sound business purpose;
- There must be sufficient invested equity in the business so it can operate on a sound financial basis;
- There must be a potential for long-term success;
- The owners must be of good character and reputation; and
- All loans must be so sound as to reasonably assure repayment.

More can be found out about SBA's eligibility requirements at:

<http://www.sba.gov/services/> then select "Loan Eligibility" from the "Financial Assistance" list along the bottom.

What to Take to the Lender

Documentation requirements may vary; contact your lender for the information you must supply.

Common requirements include the following:

- Purpose of the loan.
- History of the business.
- Financial statements for three years (existing businesses).
- Schedule of term debts (existing businesses).
- Aging of accounts receivable and payable (existing businesses).
- Projected opening-day balance sheet (new businesses).
- Lease details.

- Amount of investment in the business by the owner(s).
- Projections of income, expenses and cash flow as well as the assumptions.
- Personal financial statements on the principal owners.
- Resume(s) of the principal owners and managers.

How the 7(a) Program Works

Applicants submit their loan application to a lender for their initial review. The lender will generally review the credit merits of the request before they decide if they will make the loan themselves or if they will need an SBA guaranty. If a guaranty is needed, the lender will also review eligibility, and the applicant should be prepared to complete some additional documents before the lender sends its request for guaranty to the SBA.

In guaranteeing the loan, the SBA assures the lender that, in the event the borrower does not repay the loan, the government will reimburse the lending institution for a portion of its loss. By providing this guaranty, the SBA is able to help tens of thousands of small businesses every year get financing they would not otherwise obtain.

After SBA approval, the lender is notified that its loan has been guaranteed. The lender then will work with the applicant to make sure the terms and conditions are met before closing the loan, disbursing the funds, and assuming responsibility for collection and general servicing. The borrower makes monthly loan payments directly to the lender. As with any loan, the borrower is responsible for repaying the full amount of the loan in a timely manner.

What the SBA Looks for:

- Ability to repay the loan on time from the projected operating cash flow.
- Owners and operators who are of good character.
- Feasible business plan.
- Management expertise and commitment necessary for success.
- Sufficient funds, including the SBA guaranteed loan, to operate the business on a sound financial basis (for new businesses, this includes the resources to meet start-up expenses and the initial operating phase).
- Adequate equity invested in the business.
- Sufficient collateral to secure the loan or all available collateral if the loan cannot be fully secured.

How Lenders Apply For a Guaranty

Once the lender (bank, credit union, savings & loan, or other private-sector lender) decides to apply for an SBA guaranty it has several

options. It can use standard SBA processing procedures and have SBA conduct a full analysis of the application the lender submits. This may be beneficial for lenders with limited experience in making SBA loans. Another option available to selected lenders with staff dedicated to making SBA-guaranteed loans is the Preferred Lenders Program where SBA delegates the credit decision to the lender, and SBA will not re-analyze the lender's credit decisions. This results in less overall processing time.

SBAExpress

SBAExpress is available to lenders as a way to obtain a guaranty on smaller loans up to \$350,000. The program authorizes selected experienced lenders to use mostly their own forms, analysis and procedures to process, service and liquidate SBA-guaranteed loans. The SBA guarantees up to 50 percent of an SBAExpress loan. Loans under \$25,000 do not require collateral. Like most 7(a) loans, maturities are usually five to seven years for working capital and up to 25 years for real estate or equipment. Revolving lines of credit are allowed for a maximum of seven years. For a list of lenders in your area, contact your local SBA office available at www.sba.gov/localresources/index.html

Connecticut District Office

330 Main Street, 2nd Floor
Hartford, CT 06106
Bill Tierney
(860) 240-4894
William.tierney@sba.gov
or
Greta Johansson
(860) 240-4672
greta.johansson@sba.gov

Patriot Express

The Patriot Express Initiative combines a pilot loan initiative with SBA's traditional small business ownership training for veterans military community members wanting to establish or expand small businesses. Eligible military community members include:

- Veterans
- Service-disabled veterans
- Active-duty service members eligible for the military's Transition Assistance Program
- Reservists and National Guard members
- Current spouses of any of the above
- Widowed spouse of a service member or veteran who died during service or of a service-connected disability

The Patriot Express loan is offered by SBA's widest network of lenders nationwide and features our fastest turnaround time for loan

approvals. Loans are available up to \$500,000 and qualify for SBA's maximum guaranty of 85 percent for loans of \$150,000 or less and 75 percent for loans over \$150,000 up to \$500,000. For loans above \$350,000, lenders are required to take all available collateral.

The Patriot Express loan can be used for most business purposes, including start-up, expansion, equipment purchases, working capital, inventory or business-occupied real-estate purchases.

Patriot Express loans feature SBA's lowest interest rates for business loans, generally 2.25 percent to 4.75 percent over prime depending upon the size and maturity of the loan. Your local SBA district office will have a listing of Patriot Express lenders in your area. More information is at:

<http://www.sba.gov/patriotexpress>.

CommunityExpress Pilot Loan Program

The CommunityExpress Pilot Loan Program provides streamlined business financing and management and technical assistance to small businesses located in distressed or underserved markets. The CommunityExpress

program is offered through hundreds of selected SBA lenders throughout the nation. Under CommunityExpress, approved lenders may use streamlined and expedited loan review and approval procedures to process SBA-guaranteed loans. These lenders may thus use, to the maximum extent possible, their own loan analysis, loan procedures, and loan documentation to process SBA loans to \$250,000. However lenders must provide technical assistance to the borrowers under this program.

Special Purpose 7(a) Loan Programs

The 7(a) program is the most flexible of SBA's lending programs. The agency has created several variations to the basic 7(a) program to address the particular financing need of certain small businesses. These special purpose programs are not necessarily for all businesses but may be very applicable to some small businesses. They are generally governed by the same rules, regulations, fees, interest rates, etc. as the regular 7(a) loan guaranty. Lenders can advise you of any variations.

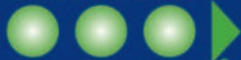
CAPLines

This specialized umbrella loan program is designed to help small businesses meet their short-term and cyclical working capital needs. The CAPLines can be used to finance seasonal working capital needs; finance the direct costs of performing certain construction, service and supply contracts; finance the direct cost associated with commercial and residential construction performed on a speculative basis (without a firm commitment for purchase); finance operating capital by obtaining advances against existing inventory and accounts receivable; and consolidate short-term debt. SBA provides a 85 percent guarantee. There are five distinct programs under the CAPLine umbrella:

- **The Contract Loan Program** Is used to finance material and labor needs for a specific contract or contracts. Proceeds can be disbursed before the work begins. If used for one contract, it is generally not revolving; if used for more than one contract at a time, it can be revolving. The loan maturity is usually based on the length of the contract, but no more than five years. Payment from the contract award must be sent directly to the lender.

Looking to form, expand or relocate your business?

Start here



Connecticut's Business Response Center

1-800-392-2122



Need information for business Licensing & Registration?

Smart **Start** is your answer.

www.CT-CLIC.com



- **The Seasonal Line of Credit Program** Finances the short-term, seasonal increases of accounts receivable and inventory. The business must have a definite established seasonal pattern and thus must have been in business for a period of 12 months in order to establish that pattern. The loan does not revolve during the season but may be used over again after a "clean-up" period of 30 days. These also may have a maturity of up to five years. The business may not have another seasonal line of credit outstanding but may have other lines for non-seasonal working capital needs.
- **The Builders Line Program** Provides financing for small general contractors involved in residential or commercial construction or building rehabilitation for resale. Loan maturity is generally three years but can be extended up to five years if necessary. Proceeds are used solely for direct expenses of acquisition, immediate construction and/or significant rehabilitation of the residential or commercial structures. The purchase of the land can be included if it does not exceed 20 percent of the loan proceeds. Up to 5 percent of the proceeds can be used for physical improvements that benefit the property.
- **The Small Asset-Based Line** Can be used for revolving lines up to \$200,000 to purchase inventory, pay direct labor or finance accounts receivable and is advanced against existing inventory and/or accounts receivable. Repayment comes from the collection of accounts receivable or sale of inventory, and this line of credit must revolve. It does require periodic servicing and monitoring of the collateral for which service the lender can charge up to two percent annually to the borrower. These lines are generally used by businesses providing credit to their customers.
- **The Standard Asset-Based Line** Is similar to the Small Asset-Based Line, but for loan amounts over \$200,000. It does require stricter servicing and monitoring, and the lender may pass the costs along to the borrower.

EXPORT TRADE FINANCING

Export Working Capital Program
<http://www.sba.gov/aboutsba/sbaprograms/internationaltrade/index.html>

The SBA's Export Working Capital Program assists lenders in responding to the needs of exporters seeking short-term export working capital. This program enables U.S. exporters to obtain loans that facilitate the export of goods or services. The EWCP supports single transactions or revolving lines. The maximum

dollar amount of an export line of credit under this program is \$1.5 million with a 90 percent guaranty. Under certain circumstances the maximum amount of an international trade loan can go up to \$1.75 million. The maximum amount of some export loans can be increased to \$2 million through co-guaranty between the SBA and the Export-Import Bank. Loan maturities are generally for a term of 12 months. The guaranty can be reissued for an additional 12 months through an abbreviated application process. The guaranty fee the SBA charges is 0.25 percent of the guaranteed amount of the loan for the initial 12 months. The Borrower negotiates the interest rate and all other fees with the lender. The program offers flexible terms, low fees and a quick processing time.

Eligibility of Exporter

You must have an operating history of at least one year – not necessarily in exporting.

Eligible Buyers

The foreign buyer must be a creditworthy entity located in an acceptable country.

Use of EWCP Proceeds:

- To acquire inventory for export or to be used to manufacture goods for export.
- To pay the manufacturing costs of goods for export.
- To purchase goods or services for export.
- To support Standby Letters of Credit related to export transactions.
- For pre-shipment working capital directly related to export orders.
- For post-shipment foreign accounts receivable financing.

Ineligible Use of Proceeds

- To support the applicant's domestic sales.
- To acquire fixed assets or capital goods for the applicant's business.
- To support a sale where the exporter is not taking title to the goods.
- To acquire, equip, or rent commercial space overseas.
- To serve as a Warranty Letter of Credit.

Collateral Requirements

- Guaranteed loans must be fully collateralized at all times.
- Collateral for the manufacturing sector typically consists of a first lien on all export-related inventory and export related accounts receivable.
- Collateral for the service sector typically consists of assignment of proceeds of export-related contracts or purchase orders and a first lien on export-related accounts receivable.
- Other collateral may be required.

How to Apply – A small business exporter seeking a guaranteed EWCP loan must apply to a lender.

SBA Ex-Im Bank Co-Guarantee

This is designed to provide small business exporters the ability to obtain larger export working capital loans through the Export Working Capital Program than SBA could support alone. This program enables U.S. exporters to obtain loans that facilitate the export of goods or services. Under this program, the total export working capital line, with a 90 percent guarantee cannot exceed \$2 million. Loan maturities are generally for a term of 12 months. At the end of the 12-month maturity a borrower may reapply for a new guarantee. The guarantee fee SBA charges is 0.25 percent of the guaranteed amount of the loan for the initial 12 months. The guarantee fee that Ex-Im Bank charges is .25 percent on the loan amount that is guaranteed by them. The borrower negotiates the interest rate and all other fees with the lender.

Eligibility of Exporter

The same as for the SBA EWCP Program.

Eligible Buyers

The foreign buyer must be a creditworthy entity located in an acceptable country in conformity with the Ex-Im Bank's Country Limitation Schedule.

Use of Proceeds

Same as the SBA EWCP.

Ineligible Use of Proceeds

- Goods or services with less than 50 percent US content.
- To support the export of any Defense Articles or Defense Services.
- To support the applicant's domestic sales.
- To acquire fixed assets or capital goods for the applicant's business.
- To acquire, equip, or rent commercial space overseas.
- To serve as a Warranty Letter of Credit.

Collateral Requirements

Same as the SBA EWCP.

How to Apply

A small business exporter seeking a co-guaranteed loan must apply to a lender that is a participant in SBA's 7(a) Loan Guaranty Program. PLP and SBAExpress processing are not permitted. The lender must submit a completed Joint Application for Working Capital Guarantee and loan package to SBA. SBA evaluates and processes the application in accordance with SBA rules for its Export Working Capital program.

International Trade Loan Program

The program helps small businesses engaged or preparing to engage in international trade as well as small businesses adversely affected by competition from imports. This program combines a guarantee for short-term export working capital with a regular term loan. SBA can guarantee up to \$1.75 million, less the amount of SBA's guaranteed portion of other loans outstanding to the borrower under SBA's other financial assistance programs. Loans for facilities and equipment can have maturities of up to 25 years and the guarantee fee and interest rate is the same as for any standard 7(a) loans. Loans for the export working capital portion of the transaction are generally for a term of 12 months, and the borrower negotiates the interest rate and all other fees with the lender. The guaranty fee that SBA charges is the same as the EWCP for a loan of 12 months.

Eligibility of Exporter

- Applicants must meet the same eligibility requirements for a 7(a) loan.
- Applicant must establish the loan will significantly expand or develop an export market, or the applicant has been adversely affected by import competition, and, in addition the applicant must show that upgrading equipment or facilities will improve its competitive position.
- If eligibility is based on entering or expanding export sales, the applicant must submit a one or two page international business plan, including sufficient information to reasonably support the likelihood of expanded export sales.

Use of Proceeds

- For facilities or equipment, including purchasing land and building(s); building new facilities; renovating, improving, or expanding existing facilities; purchasing or reconditioning machinery, equipment and fixtures; and making other improvements that will be used within the United States for producing goods or services.
- For refinancing of existing debts structured with unreasonable terms. Only debts originally taken out for the purchase of fixed assets may be refinanced.
- Working capital is not an eligible use of proceeds for the International Trade Loan; however, working capital can be included in a companion 7(a) or Export Working Capital Program loan.

Collateral Requirements - Collateral requirements are the same as regular 7(a) loans.

- **How to Apply** - A small business exporter seeking a guaranteed loan must apply to an SBA participating lender. Call your local SBA District Office for a list of participating lenders.

Export Express

The Export Express program is designed to help SBA meet the export financing needs of small businesses. It is a subprogram of SBAExpress and is therefore subject to the same loan processing, making, closing, servicing, and liquidation requirements as well as the same maturity terms, interest rates, and applicable fees as for other SBA loans except as noted below. The total Export Express loan cannot exceed \$250,000. SBA guarantees 85 percent for loans of \$150,000 and under and 75 percent for loans over \$150,000 to \$250,000.

Eligible Buyers - The foreign buyer must be a creditworthy entity located in an acceptable country.

Use of Proceeds

- Finance standby letters of credit used for either bid or performance bonds;
- Finance export development activities such as export marketing and promotional activities, participation in foreign trade shows, translation of product literature for foreign markets, and other activities designed to initiate or expand the applicant's export of its products/services from the U.S.;
- Provide transaction-specific financing for overseas orders;
- Provide revolving lines of credit for export purposes, the term of which must not exceed seven years. In some instances, as a normal course of business, the borrower may use portions of revolving lines of credit for domestic purposes, but no less than 70 percent of the revolver to be used for export related purposes;
- Provide term loans and other financing to enable small business concerns, including small business export trading companies to develop foreign markets; and
- Acquire, construct, renovate, modernize, improve or expand production facilities or equipment to be used in the U.S. in the production of goods or services to be exported from the U.S.

Ineligible Use of Proceeds

Applicants with operations, facilities, or offices overseas, other than those strictly associated with the marketing and/or distribution of products/services exported from the U.S., are not eligible for Export Express or SBAExpress.

How to Apply

The application process is the same for the SBAExpress, except the applicant must demonstrate that loan proceeds will enable it to enter a new export market or expand an existing export market. The applicant must submit to the lender a plan that includes projected export sales for the upcoming year as well as the dollar volume of export sales for the previous year.

U.S. Export Assistance Center (USEAC)

U.S. Export Assistance Centers, which consist of SBA staff and the U.S. Department of Commerce in a single location, provide trade promotion and export finance assistance for small businesses. The USEACs also work closely with other federal, state and local international trade organizations. For additional information, visit:

www.sba.gov/oit/export or contact:

John Joyce

International Trade Specialist
Export Finance Program
Small Business Administration
U.S. Export Assistance Center
JFK Federal Building, Suite 1826A
55 New Sudbury Street
Boston, MA 02203
(617) 565-4305 • (617) 565-4313 Fax
John.Joyce@mail.doc.gov

Community Adjustment and Investment Program

The Community Adjustment & Investment Program helps communities that suffered job losses due to changing trade patterns following the North American Free Trade Agreement. The North American Development Bank has partnered with the SBA and the U.S. Departments of Agriculture and the Treasury to make credit available to businesses in affected communities to help create or retain jobs.

Energy and Pollution Control Loan Programs

Two other adaptations of the 7(a) programs resulted in the Energy Loan Program for businesses that make, install and service energy savings devices and the Pollution Control Loan Program for businesses that want to install or operate a pollution control facility.

See www.sba.gov/services, then select "Special Purpose Loans" from the "Financial Assistance" menu along the bottom.

SBA's non-7(a) Loan Programs

In addition to the 7(a) Loan Program SBA has four other non-disaster assistance programs which can help small businesses gain access to capital and bonding.

CERTIFIED DEVELOPMENT COMPANY LOANS (504 LOAN PROGRAM)

The 504 Loan Program is an economic development program that supports American small business growth and helps communities through business expansion and job creation. This SBA program provides long-term, fixed-rate, subordinate mortgage financing for acquisition and/or renovation of capital assets including land, buildings and equipment. Most for-profit small businesses are eligible for this program. The types of businesses excluded from 7(a) loans (listed previously) are also excluded from the 504 loan program.

The SBA 504 loan is distinguished from the SBA 7(a) loan program in these ways:

The 504 loan is backed by a 100 percent guaranteed debenture sold to investors.

The maximum debenture is:

- \$1.5 million for businesses that create a certain number of jobs or improve the economy of the locality;
- \$2 million for businesses that meet a specific public policy goal, including veterans; and
- \$4 million for manufacturers.
- Eligible project costs are limited to long-term, fixed assets such as land and building (occupied by the borrower) and substantial machinery and equipment. Working capital is not an eligible use of proceeds.
- Most borrowers are only required to make an injection (borrower contribution) of just 10 percent which allows the business to conserve valuable operating capital. A further injection of 5 percent is needed if the business is a start-up or new (less than 2 years old) and a further injection of 5 percent is also required if the primary collateral will be a single purpose building.
- Two-tiered project financing: a lender finances approximately 50 percent of the project cost and receives a first lien on the project assets (but no SBA guaranty); SBA provides a 100 percent guaranteed debenture that finances up to 40 percent of the project costs secured by a subordinate lien on the project assets. The borrower provides the balance of the project costs.
- Fixed interest rate on SBA loan. SBA guarantees the debenture 100 percent. Debentures are sold in pools monthly to private investors. This low, fixed rate is then passed on to the borrower and establishes the basis for the loan rate. A recent history of debenture rates may be found at www.nadco.org
- All project-related costs can be financed, including acquisition (land and building,

land and construction of building, renovations, machinery and equipment) and soft costs, such as title insurance and appraisals. Some closing costs may be financed.

- Collateral is typically a subordinate lien on the assets financed; allows other assets to be free of liens and available to secure other needed financing.
- Long-term; real estate loans are up to 20-year term, heavy equipment 10 or 20-year term and are self-amortizing.
- Loans are provided through Certified Development Companies. CDCs work with banks and other lenders to make loans in first position on reasonable terms, helping lenders retain growing customers and provide Community Redevelopment Act credit.

Businesses that receive 504 loans are:

- Small – net worth under \$7.5 million, net profit after taxes under \$2.5 million, or meet other SBA size standards.
- Organized for-profit.
- Most types of business – retail, service, wholesale or manufacturing.

The SBA's 504 Certified Development Companies serve their communities by financing business expansion needs. Their professional staff works directly with borrowers to tailor a financing package that meets program guidelines and the credit capacity of the borrower's business. For more information, go to www.sba.gov/services, then choose "SBA Loans" from the links in the right-hand column. From there, click on "CDC/504 Program." For more information, contact:

Connecticut Business Development Corporation

Edward Zelinsky
999 West Street
Rocky Hill, CT 06067
(203) 458-2765 • (203) 257-7582 Fax

Connecticut Community Investment Corporation

Mark Cousineau
2315 Whitney Avenue, Suite 2B
Hamden, CT 06518
(203) 776-6172 ext. 125
(203) 776-6837 Fax

Greater New York Development Company

(Fairfield and New Haven Counties)
45 Seaman Avenue
Bethpage, NY 11714
(866) 433-5432 • (516) 433-5046 Fax
www.gnydc.org

Housatonic Industrial Development Corporation

Paul Hart, President
57 North Street, Suite 407
Danbury, CT 06810
(203) 743-0306 • (203) 744-0915 Fax

New England Certified Development Corp.

20 Tower Lane
Avon, CT 06001
Carol Brennan,
Director of Business Development
(860) 677-1004 • (860) 677-1047 Fax
or (781) 928-1102 • (781) 928-1100 Fax

Ocean State Business Development Authority

(Middlesex, New London & Windham Counties)
Henry A. Violet, President
155 S. Main Street, Suite 301
Providence, RI 02903
(401) 454-4630 • (401) 454-4890 Fax

Microloan Program

The Microloan Program provides small loans ranging from under \$500 to \$35,000. Under this program, the SBA makes funds available to nonprofit intermediaries that, in turn, make the loans directly to entrepreneurs, including veterans. Proceeds can be used for typical business purposes such as working capital, machinery and equipment, inventory and leasehold improvements. Interest rates are negotiated between the borrower and the intermediary.

For more information, go to www.sba.gov/services, then choose "SBA Loans" from the links in the right-hand column. From there, click on "Micro Loans." or contact:

Connecticut Community Investment Corporation

2315 Whitney Avenue, Suite 2B
Hamden, CT 06518
(203) 776-6172 ext. 129
(203) 776-6837 Fax
JTorello@ctcic.org

Community Economic Development Fund

430 Park Avenue, 2nd Floor
West Hartford, CT 06110-1142
(860) 249-3800 or (800) 656-4613
(860) 249-2500 Fax
info@cedf.com

CHILD CARE FACILITIES MICROLOAN PROGRAM

Recognizing the need to increase the availability of childcare to working families, the State of Connecticut created the School of Readiness and Child Day Care Initiative. The Child Care Facilities Microloan Program is part of this initiative. The program is under the supervision of, and financially supported by, the Department of Social Services and Education (DSS).

DSS selected the Connecticut Health & Educational Facilities Authority (CHEFA) to manage the program on its behalf. CHEFA contracted with the Connecticut Community Investment Corporation (CTCIC) to be the lender for the program.

CTCIC obtained its funding to establish the loan fund for the program through the SBA Microloan Program.

The loan program was designed to assist small business owners with start-ups and expansion of childcare facilities and childcare providers in the state, both profit and nonprofit.

- Loan size is limited to \$25,000
- Loan proceeds may be used to purchase equipment, furniture, fixtures and improvements, insurance premiums, legal, design and planning fees, licensing and required approval costs.
- Interest rate is fixed for the term of the loan.
- No application or origination fees.

Technical assistance is available free of charge to all borrowers to assist them in the successful operation of the childcare business.

For more information on this loan program, contact:

John Torello

Connecticut Community Investment Corporation
(203) 776-6172 ext. 129
www.ctcic.org

Small Business Investment Company Program

There are a variety of alternatives to bank financing for small businesses, especially business start-ups. The Small Business Investment Company Program fills the gap between the availability of venture capital and the needs of small businesses that are either starting or growing. Licensed and regulated by the SBA, SBICs are privately owned and managed investment firms that make capital available to small businesses through investments or loans. They use their own funds plus funds obtained at favorable rates with SBA guarantees. SBICs are for-profit firms whose incentive is to share in the success of a small business. In addition to equity capital and long-term loans, SBICs provide debt and equity investments and management assistance. The SBIC Program provides funding to all types of manufacturing and service industries. Some investment companies specialize in certain fields, while others seek out small businesses with new products or services because of the strong growth potential. Most, however, consider a wide variety of investment opportunities. For more information contact your nearest SBA office or the Web site at www.sba.gov/services, then choose "Financial Assistance" from the menu below. From there, click on "Equity Capital" and choose "SBA's Investment Program" or contact:

AB SBIC, Inc.

Michael A. Bozzuto, President
275 School House Road
Cheshire, CT 06410
(203) 272-0203 • (203) 250-2954 Fax
jsantoli@bozzutos.com
Preferred Max: \$200,000
Types of Capital Provided: Loans
Funding Stage Preference: Expansion
Industry: Food Stores
Geographic Preference: North

Altus Capital Partners SBIC, LP

Russell Grenberg
10 Wright Street, Suite 110
Westport, CT 06880
(203) 429-2006 • (203) 429-2010 Fax
rgrenberg@altuscapitalpartners.com

Brookside Pecks Capital Partners, L.P.

80 Field Point Road, Third Floor
Greenwich, CT 06830
(203) 618-0202 • (203) 618-0984 Fax

Cygnit Capital Partners L.P. SBIC

Owen S. Carihfield, Contact
281 Tresser Boulevard, 4th Floor
Stamford, CT 06901
(203) 602-0011 • (203) 602-2206 Fax
osc@hrco.com
Preferred Min: \$1 million
Preferred Max: \$5 million
Type of Capital Provided: Prefer Equity Investments
Funding Stage Preference: Later Stage
Expansion: Acquisitions
Industry: Manufacturing, Distribution Services, Outsourcing Bus-to-Bus Applications
Industrial Process, Energy Engineered Products, Utilities
Geographic Preferences: National

Equinox Capital SBIC, LP

Steven C. Rodger
41 W. Putnam Avenue
Greenwich, CT 06830
(203) 622-1605 • (203) 622-4684 Fax
scr@equinoxcapitalinc.com

First New England Capital 2, L.P.

Richard Klaffky, Manager
100 Pearl Street
Hartford, CT 06103
(860) 293-3333 • (860) 293-3338 Fax
rklaffky@fnecc.com

"Call us if you need us."

STATE OF CONNECTICUT OFFICE OF THE BUSINESS ADVOCATE

Greetings from
Rob Simmons,
Business Advocate



Rob Simmons,
Connecticut Business Advocate
(860) 270-8012
rob.simmons@ct.gov

Jane Schneider,
Administrative Assistant
(860) 270-8093
jane.schneider@ct.gov
Fax Number: (860) 270-8177

The mission of the Business Advocate is to speak for and promote free enterprise in Connecticut. This advocacy can be accomplished through face-to-face meetings, site visits, public gatherings, conferences, email and other forms of communication.

The Business Advocate will also use collaboration with and referrals to other government agencies and private organizations in an effort to promote free enterprise in Connecticut. The goal is to build an environment that is friendly to business.

Governor M. Jodi Rell has said that she wants the Business Advocate to cut through the "red tape" and navigate the "alphabet soup" of government in an effort to promote business. Legislators have referred to the Business Advocate as an "Ombudsman" and a "cheerleader" for Connecticut's business community. They are all correct.

First New England Capital, LP

Richard C. Klaffky, President
100 Pearl Street
Hartford, CT 06103
(860) 293-3333 • (860) 293-3338 Fax
rklaffky@fnec.com
Preferred Min: \$500,000
Preferred Max: \$1 million
Type of Capital Provided: Subordinated Debt
Equity
Funding Stage Preference: Expansion Later
Stage Acquisition
Industry: Manufacturing Distribution Service
Geographic Preferences: Northeast

GreenLeaf Capital, L.P.

Daniel J. O'Brien, Partner
177 Broad Street
Stamford, CT 06901
(203) 973-1670 • (203) 973-1422 Fax
jatkeson@whitney.com

Ironwood Mezzanine Fund, L.P.

Marc Reich, President, Contact
c/o Ironwood Capital Advisors LLC
200 Fisher Drive
Avon, CT 06001
(860) 409-2101 • (860) 409-2120 Fax
reich@ironwoodcap.com
Preferred Min: \$1 million
Preferred Max: \$4 million
Type of Capital Provided: Subordinated Debt
w/Warrants
Funding Stage Preference: Expansion,
Acquisitions, Consolidations, Recapitalizations,
MBO/Management Successions
Industry: Manufacturing Service Distribution
Consumer Products Diversified
Geographic Preferences: Mid-Atlantic through
Northeast

JHW Greentree Capital, LP

Michael B. Cowan
177 Broad Street
Stamford, CT 06901
(203) 973-1400 • (203) 973-1422 Fax
Type of Capital provided: 75%
Funding State Preference
Early Stage: 25%
Growth and Expansion: 75%
Industry Preference: \$8 to \$10 million
Description of Firm's Focus
Retail/wholesale distribution: 15%
Manufacturing: 25%
Healthcare: 25%
Basic Industries and Services: 35%

Madison Investment Partners II, LP

Susan Goodrich
82 Bradley Road
Madison, CT 06443
(203) 949-0400 • (203) 245-6945 Fax
sgoodrich@madisonpartners.com

Marketing 1 to 1 Ventures, L.P.

Bruce Blasnik, Contact
One Landmark Square
Stamford, CT 06901
(203) 325-4000 • (203) 325-8900 Fax
blasnik@1to1ventures.com

MSR I SBIC, L.P.

Daniel A. Levinson
8 Wright Street
Westport, CT 06880
(203) 227-5320 • (203) 227-5312 Fax
kc@mainstreet-resources.com

RFE Investment Partners V, L.P.

James A. Parsons, General Partner
36 Grove Street
New Canaan, CT 06840
(203) 966-2800 • (203) 966-3109 Fax
djuricic@rfeip.com
Preferred Min: \$5 million
Preferred Max: \$9 million
Type of Capital Provided: Prefer Equity
Investments
Funding Stage Preferences: Later Stage
Expansion, Acquisitions
Industry: Manufacturing Services Healthcare
Distribution
Geographic Preferences: National Eastern US

RFE VI SBIC, L.P.

James Parsons, Managing Member.
36 Grove Street
New Canaan, CT 06840
(203) 966-2800 • (203) 966-3109 Fax
djuricic@rfeip.com
Preferred Min: \$8 million
Preferred Max: \$15 million
Type of Capital Provided: Prefer Equity
Investments
Funding Stage Preference: Later Stage
Expansion, Acquisitions
Industry: Manufacturing Healthcare
Distribution Services
Geographic Preferences: National Eastern US

Saugatuck Capital Company, L.P. IV, SBIC

Frank Hawley, Thomas Berardino
One Canterbury Green
Stamford, CT 06901
(203) 348-6669 • (203) 324-6995 Fax
otharrington@saugatuckcapital.com

TD Lighthouse Capital Fund, L.P.

Joan Neuscheler, General Partner
Two Greenwich Plaza, 4th Floor
Greenwich, CT 06830
(203) 629-8700

TD Origin Capital Fund, L.P.

Joan Neuscheler, General Partner
Two Greenwich Plaza, 4th Floor
Greenwich, CT 06830
(203) 629-8700

Valentis SB, L.P.

Paul M. Jacobi
411 W. Putnam Avenue
Greenwich, CT 06830
(203) 862-7074 • (203) 862-7374 Fax
pjacob@wexford.com

The Surety Bond Guarantee Program

Although it is not a business loan program, the Surety Bond Guarantee Program is a public-private partnership between the federal government and the surety industry providing

small businesses with the bonding assistance necessary for them to compete for government and private contracting opportunities. The guarantee provides the necessary incentive for sureties to bond small businesses that would otherwise be unable to obtain bonding. They typically lack the combination of working capital and a performance track record necessary to secure bonding on a reasonable basis through regular commercial channels.

Through this program, the SBA guarantees bid, payment and performance bonds issued by surety companies for individual contracts of up to \$2 million on behalf of eligible small construction, service, and supply contractors. The SBA reimburses sureties a predetermined percentage of losses sustained if a contractor breaches the terms of the contract.

The SBA has two program options available, the Prior Approval Program (Plan A) and the Preferred Surety Bond Program (Plan B). In the Prior Approval Program, SBA guarantees 90 percent of a surety's paid losses and expenses on bonded contracts up to \$100,000, and on bonds for socially and economically disadvantaged and HubZone contractors and veterans and service disabled veterans. All other bonds guaranteed in the Plan A Program receive an 80 percent guarantee. Sureties must obtain SBA's prior approval for each bond guarantee issued. Under the PSB Program, SBA guarantees only 70 percent, but sureties may issue, monitor and service bonds without SBA's prior approval.

For more information on the Surety Bond Program, visit SBA's web site at www.sba.gov and choose "Services." From there, select "Financial Assistance" and click on "Surety Bond." or contact:

US Small Business Administration

Supervisory Surety Bond Specialist
Darryl Bellamy
721 19th Street, Suite 426
Denver, CO 80201-0660
(303) 844-2607 ext.261 • (303) 844-5237 Fax

Northeast Surety, LLC

3 Forest Park Drive
Farmington, CT 06032
(860) 674-0123 • (860) 674-0170 Fax

Suggs & Associates Insurance Company, LLC

33 Canterbury Lane
Windsor, CT 06095
(860) 688-5445 • (860) 688-5993 Fax

Surety Associated, LLC

195 Scott Swamp Road
Farmington, CT 06032
(860) 676-8830 • (860) 676-1928 Fax
www.suretyllc.com

Surety Source

One Britton Place, Suite 6
Voorhees, NJ 08043
(856) 761-0152 • (856) 761-0491 Fax
Contact: Steve Golia



QUICK REFERENCE TO SBA LOAN GUARANTY PROGRAMS

Program	Maximum Loan Amount	Percent of Guaranty	Use of Proceeds	Maturity	Maximum Interest Rates	Guaranty Fees	Who Qualifies
7(a) Loans Regular 7(a) and PLP	\$2 million gross ((\$1.5 million guaranty))	Maximum guaranty of 75% up to \$1.5 million; 85% if gross loan is \$150,000 or less.	Expansion/renovation, new construction, purchase land or buildings; purchase equipment, fixtures, leasehold improvements; working capital; refinance debt for compelling reasons; seasonal line of credit, inventory	Depends on ability to repay. Generally working capital & Machinery & Equipment (not to exceed life of equipment) is 5-10 years; real estate is 25 years.	Loans 7 years or less: max. prime +2.25%; over 7 years: prime +2.75%; under \$50,000, rates can be higher by 2% for loans of \$25,000 or less; and 1% for loans between \$25,000 and \$50,000. Prepayment penalty for loans with maturities of 15 years or more if prepaid during 1st 3 years.	(Fee charged on guaranteed portion of loan only.) Maturity 1 year or less 0.25% guaranty fee; over 1 year: \$150,000 gross amount) or less = 2%; \$150,001 - \$700,000 = 3.0%; over \$700,000 = 3.5%. 3.75% on guar. portion over \$1 million. Ongoing fee of 0.494%.	Must be for profit & meet SBA size standards; show good character, credit, management, and ability to repay. Must be an eligible type of business.
www.sba.gov/financing/sbaloan/7a.html							
SBAExpress Lender minimal paperwork for SBA	\$350,000	50%	May be used for revolving lines of credit (up to 7 year maturity) or for a term loan (same as 7(a)).	See 7(a)	Loans \$50,000 or less prime + 6.5%; \$50,000 + Prime + 4.5%.	See 7(a)	See 7(a)
www.sba.gov/financing/lendinvest/sbaexpress.html							
Community Express. Same as Regular 7(a) but must be located in a low or moderate income urban or rural area, or owned by a minority, woman or a veteran.	\$250,000	85% of loans of \$150,000 or less. Loans over \$150,000 receive a 75% guaranty.	See 7(a)	See 7(a)	Same as 7(a) except that lines of credit may resolve for only 5 years and must be repaid within no more than 7 years.	2% on guaranteed portion of loans up to \$150,000; 3% on the guaranteed portion of loans more than \$150,000. 1/4% for lines of credit up to one year.	No SBA application required. Bank has delegated authority. Program provides Technical Assistance as needed for marketing, financial, management and planning.
www.sba.gov/services/financialassistance/7aLenderprograms/comexpress/index.html							
Patriot Express Lender approves loan. Minimal additional paperwork for SBA.	\$500,000	Maximum guaranty of 75% up to \$375,000; 85% if gross loan is \$150,000 or less.	Same as SBA Express	See 7(a)	Same as Regular 7(a)	See 7(a)	See 7(a). In addition, small business must be owned and controlled by one or more of the following groups: veteran, active-duty military, reservist or National Guard member or a spouse of any of these groups, or a widowed spouse of a service member or veteran who died during service or of a service-connected disability.
www.sba.gov/services/financialassistance/7alenderprograms/pe/index.html							
CAPLines: Short-term/ Revolving Lines of Credit; Seasonal Contract Builders Standard/ Small Asset-Based	\$2 million (small asset based limited to \$200,000)	75% if more than \$150,000 85% if total loan is \$150,000 or less	Finance seasonal working capital needs; cost to perform; construction costs, advances against existing inventory and receivables, consolidation of short-term debts	Up to 5 years	Same as 7(a) except the Standard Asset-Based no fee restriction, but fee disclosure to SBA required.	See 7(a)	See 7(a) Existing business
www.sba.gov/financing/lendinvest/caplines.html							
International Trade	\$2 million (Separate working capital loan plus IT loan together may have \$1.75 million combined guaranty.)	75% if more than \$150,000 85% if total loan is \$150,000 or less	IT loan must be used only for the acquisition of long-term, fixed assets or the refinancing of debt for these purposes. Separate working capital loan may be used for working capital needs associated with international trade.	Up to 25 years.	See 7(a)	See 7(a)	Small businesses (see 7(a) for qualifications) engaged/ preparing to engage in international trade/adversely affected by competition from imports
www.sba.gov/financing/loanprog/tradeloans.html							
Export Working Capital Program 1 page application, fast turnaround, may apply for prequalification letter.	\$2 million (may be combined with International Trade loan)	90% up to \$1.5 million maximum guaranty	Short-term working capital loans for exporters	Matched single transaction cycle or generally 1 year for line of credit.	No cap	See 7(a)	Small businesses 7(a) for other qualifications, those who need short-term working capital.
www.sba.gov/financing/loanprog/ewcp.html							
Non-7(a) Loans Microloans Loans through nonprofit lending organizations; technical assistance also also provided	\$35,000 (total loan amount to small business borrower)	Not applicable	Purchase Machinery & Equipment, fixtures, leasehold improvements; finance increased receivables; Working Capital. Cannot be used to repay existing debt.	Shortest term possible, not to exceed 6 years	Negotiable with intermediary	No guaranty fee	Same as 7(a)
www.sba.gov/financing/sbaloan/microloan.html							
504 Loans Provided through Certified Development Companies (CDCs) which are licensed by SBA.	504 loan maximum amount ranges from \$1.5 M to \$4.0 M depending on project.	Project Costs financed by: 504 Loan up to 40% Lender: 50% Equity 10-20%	Long-term fixed-asset loans; Lender (non-guaranteed) financing secured by first lien on project assets. 504 loan provided from SBA 100% guaranteed debenture sold to investors at fixed rate secured by 2nd lien.	504 Loan: 10- or 20-year term. Lender (unguaranteed) financing may have a shorter term.	Fixed rate on 504 Loan established when debenture backing loan is sold. Declining prepayment penalty for 1/2 of term.	0.5% upfront fee to SBA on the first mortgage amount. Ongoing guaranty fee (FY 2008) is 0.021% of principal OIS. Ongoing fee % does not change during term.	For profit businesses that do not exceed \$7.5 million in tangible net worth and do not have average net income over \$2.5 M for past 2 years.

U.S. Small Business Administration • Your Small Business Resource • Information current as of July 2007 • SBA programs and services are provided on a nondiscriminatory basis • MCS xxx.

BUSINESS PREPARATION

Small Business Training Network

How To Get Equipped With Business Intelligence



Throughout its history, the SBA has complemented its financial assistance programs with resources aimed at helping small business owners gain skills required to start, manage and grow a small enterprise.

The nearly 60 publications listed in its Resource Directory for Small Business Management include titles related to business planning, financial management, management and planning, marketing, products/ideas/inventions, personnel management, crime prevention and emerging business.

The publications are now available for downloading from the SBA's Web site at: www.sba.gov/tools. Select "Publications" from the "Library & Resources" menu along the bottom.

SBA Small Business Training Network

The Small Business Training Network is a virtual campus complete with courses and programs to help the small business owner.

The SBTN reaches new markets and trains small business clients in a changing global environment. The on-line classroom features easy-to-use, electronic business courses available 24 hours-a-day. The network provides interactive, easily accessible courses on topics most in demand by small business clients.

The SBTN includes several key components:

- Online courses and resource areas
- SBA online courses
- Library & online research materials
- Access to business counselors

On this site, you can read articles, take courses, or begin researching areas of small business development that interest you. Or, through a SCORE Cyber-Chapter, you can access via e-mail business advice on an issue that you're struggling with today.

Now featured in the network are four new eCommerce resources, designed to help small businesses increasingly influenced by the Internet and other emerging technologies.

The SBTN can be accessed from SBA's Home Page at:

<http://www.sba.gov/services/>, Then choose "Online Training" from the menus across the bottom.



THINKING ABOUT STARTING YOUR OWN BUSINESS?

franmarket.com

An Online Marketplace For Franchises & Business Opportunities

If you've ever thought of owning your own business, now's your chance to find the right franchise for you — work from home, internet based, retail, service, automotive, consulting... just about anything!

Also find advice and counsel from business leaders in your area. At franmarket.com, you can select a business based on the amount you want to invest, or you can scan our many business opportunities by category.

Find a business opportunity or franchise that matches your budget and your experience.

Don't miss your chance at the American Dream. Visit us online at www.franmarket.com

Call **800.274.2812**

Finding the Right Franchise Online

CONTRACTING OPPORTUNITIES

Partnerships Work

How To Apply For Government Contracts



The federal government is the largest purchaser of goods and services in the world. However, small businesses face challenges when trying to win federal contracts. The SBA can help small businesses work through these challenges. Working closely with federal agencies and the nation's leading large contractors, the SBA works to ensure that small businesses obtain a fair share of government contracts and subcontracts. The SBA has a number of programs to help small firms do business with the federal government.

For more information, visit: www.sba.gov/gc

THE PRIME CONTRACTS PROGRAM

Through the Prime Contracts Program, the SBA helps to increase small business' share of government prime contracts. SBA Procurement Center Representatives work to expand contracting opportunities for small businesses. PCRs review contracting strategies and actions, review prime contractors' subcontracting plans, recommend contracting sources, and provide one-to-one counseling and training to small businesses seeking to do business with the federal government.

Visit the SBA's Office of Government Contracting home page at: www.sba.gov/gc for a listing of PCRs and buying installations nationwide.

Connecticut residents should contact:

Sean F. Crean

Office of Government Contracting
68 Seawall Street
Augusta, ME 04032
(207) 622-8379
sean.crean@sba.gov

The Subcontracting Assistance Program

The Subcontracting Assistance Program promotes maximum use of small businesses by the nation's large prime contractors. The SBA's Commercial Market Representatives work with large businesses to identify and expand subcontracting opportunities for small businesses. CMRs conduct compliance reviews to ensure that large businesses comply with small business subcontracting requirements. They also provide guidance to assist small businesses in identifying subcontracting opportunities and marketing their products and services to these large contractors.

CMRs work with agencies to ensure subcontracting with small and small, disadvantaged businesses through inclusion of subcontracting evaluation factors and sub-factors.

Connecticut residents should contact:

Sean F. Crean

Office of Government Contracting
68 Seawall Street
Augusta, ME 04032
(207) 622-8379
sean.crean@sba.gov

THE CERTIFICATE OF COMPETENCY PROGRAM

The Certificate of Competency Program allows a small business to appeal a contracting officer's determination that it is unable to fulfill the requirements of a specific government contract on which it is the apparent successful offeror. The SBA will conduct a detailed review of the firm's technical and financial capabilities to perform on the contract. If the business demonstrates the ability to perform, the SBA issues a Certificate of Competency to the Contracting Officer, requiring award of that contract to the small business.

CONNECTICUT PROCUREMENT TECHNICAL ASSISTANCE PROGRAM (PTAP)

The Connecticut Procurement Technical Assistance Program (PTAP) is designed to provide marketing and technical assistance to Connecticut businesses, which sell, or wish to sell their products and services to federal, state and local government agencies. The U.S. Department of Defense (DOD), Defense Logistics Agency (DLA) and the State of Connecticut, Department of Economic and Community Development (DECD) provide funding for PTAP.

PTAP is staffed by counselors having varied backgrounds in government purchasing and contracting that includes experience in federal, military, state and municipal procurement along with private sector government bidding. Some of the services provided are: one-on-one counseling sessions; free electronic bid notification; access to matchmaking events sponsored by the DOD Northeast Regional Council; marketing assistance including subcontracting; proposal and bid preparation; access to training conducted by federal agencies; and obtaining specs and standards along with pricing histories.

PTAP services are offered at no charge to Connecticut companies. A fee to cover costs may be charged for seminars.

For more information on PTAP, visit their web site at www.ctptap.org or contact:

Brien Robertson, Program Director

CT PTAP New London Office
190 Governor Winthrop Boulevard, 4th Floor
New London, CT 06320-6633
(888) 673-2837 ext. 208
brobertson@seCTer.org

SMALL BUSINESS SIZE STANDARDS

The Small Business Act states that a small business concern is "one that is independently owned and operated and which is not dominant in its field of operation." The law also states that in determining what constitutes a small business, the definition will vary from industry to industry to reflect industry differences accurately. The SBA's Small Business Size Regulations (13 CFR Part 121, www.sba.gov/size/indexableofsize.html) implement the Small Business Act's mandate to the SBA.

The SBA has also established a table of size standards, matched to North American

Industry Classification System industries, used to determine eligibility for SBA programs and small business preferences for federal government contracts.

See more at: <http://www.sba.gov/services/>, then click on "Size Standards" under the "Contracting Opportunities" menu across the bottom.

Size Determination

The Size Determination Program, administered by SBA's six government contracting area offices, ensures that only small firms receive contracts and other benefits reserved exclusively for small business. When a firm's claim that it is small is challenged, the SBA determines if the firm does, in fact, meet established SBA size standards. Size determinations may also be made when requested in connection with other federal small business programs.

Additional information is available at the above "Size Standards" site.

SMALL BUSINESS VENDOR DATABASE

As part of the Integrated Acquisition Environment Initiative, the SBA works with the General Services Administration and Department of Defense to provide a database of vendors, including small business. The Central Contractor Registration (CCR) System is the primary gateway vendor and grantee database for the federal government. CCR collects, stores and disseminates data to support agency acquisition and grants missions. Both current and potential federal government vendors and grantees are required to register in CCR to receive federal contracts or grants. Vendors are required to complete a one-time registration to provide basic information relevant to procurement, grant and financial transactions.

Vendors must update or renew their registration at least once a year to maintain an active status. The SBA provides the CCR with authoritative source information regarding certifications under 8(a) Business Development, HUBZone and Small Disadvantaged Business programs and provides the small business size status against each North American Industry Classification code listed in a registrant's profile.

SBA maintains the Dynamic Small Business Search function of the CCR. Businesses profiled on the DSBS can be searched by NAICS codes, keywords, location, quality certification, bonding level business type, ownership, SBA certification, and by women, minority, veteran and service-disabled veteran

ownership. The DSBS serves as a marketing tool for small businesses because the business profiles in the DSBS include information from SBA's files and other available databases plus additional business and marketing information on individual firms.

To search the DSBS for small businesses, click on:

http://dsbs.sba.gov/dsbs/search/dsp_dsbs.cfm or select the "Dynamic Small Business Search" at the CCR Web site at: <http://www.ccr.gov>.

Registration in the DSBS is through the CCR. For more information on CCR, or to register, click the CCR Web site. Before registering in CCR, go to the top of the Web page and download the handbook which contains data for a successful registration.

SUB-NET

Prime contractors use SUB-Net to post subcontracting opportunities. Small businesses can review this Web site to identify opportunities in their area(s) of expertise. While the Web site is designed primarily as a place for large businesses to post solicitations and notices, it is also used by federal agencies, state and local governments, nonprofit organizations, colleges and universities, and even foreign governments for the same purpose.

The Web site has shifted the traditional marketing strategy from the shotgun approach to one that is more focused and sophisticated. Instead of marketing blindly to hundreds of prime contractors, with no certainty that any given company has a need for their product or service, small businesses can now use their resources (saving time and money) to identify concrete, tangible opportunities and then submit bids/proposals targeting these potential subcontracting opportunities.

SUB-Net is available at the SBA Web site by visiting: <http://web.sba.gov/subnet>

HUBZONE PROGRAM

The Historically Underutilized Business Zone Program stimulates economic development and creates jobs in urban and rural communities by providing federal contracting assistance to small businesses.

The HUBZone program establishes preferences for award of federal contracts to small businesses located in historically underutilized business zones.

In general, small businesses may obtain HUBZone certification by employing staff who live in a HUBZone and maintaining a "principal office" in one of these specially designated areas.

SBA is responsible for:

- Determining whether or not individual concerns are qualified HUBZone small business concerns, and therefore eligible to receive HUBZone contracts;
- Maintaining a list of qualified HUBZone small business concerns for use by acquisition agencies in awarding contracts under the program; and
- Adjudicating protests and appeals of eligibility to receive HUBZone contracts.

To qualify for the program, a business must meet the following criteria:

- It must qualify as a small business by SBA size standards;
- Its principal office must be located within a HUBZone, which includes lands on federally recognized Indian reservations and covered by phrase "Indian Country";
- It must be owned (at least 51 percent) by one or more U.S. citizens, or Community Development Corporation or an agricultural cooperative, or an Indian tribe; and
- At least 35 percent of its employees must reside in a HUBZone.

Existing businesses that choose to move to qualified areas are eligible. To fulfill the requirement that 35 percent of a HUBZone firm's employees reside in the HUBZone, employees must live in a primary residence within that area for at least 180 days or be a currently registered voter in that area.

For additional information regarding the HUBZone Program, please visit:

www.sba.gov/hubzone/

In Connecticut contact Hugh Curley at (860) 240-4650 or e-mail:

hugh.curley@sba.gov.

ASSISTANCE FOR SMALL AND DISADVANTAGED BUSINESSES 8(A) BUSINESS DEVELOPMENT PROGRAM

The SBA's Section 8(a) Business Development Program provides various forms of assistance (management and technical assistance, financial assistance, government contracting assistance and advocacy support) to foster the growth and development of businesses owned by socially and economically disadvantaged individuals. SBA assists these businesses, (during a nine-year tenure in the 8(a) Business Development Program), to gain equal access to the resources necessary to develop their businesses and improve their ability to compete on an equal basis in the mainstream of the American economy.

Business development assistance includes one-to-one counseling, training workshops, and other management and technical guidance required to expand into the federal government contracting arena.

The SBA enters into contracts with other federal agencies and subcontracts the performance of such contracts to 8(a) program participants.

Eligibility Criteria:

To participate in the 8(a) program, a business must be:

- a small business concern
- owned by a U.S. citizen
- at least 51 percent unconditionally owned and operated by an individual(s) who is socially and economically disadvantaged
- established for two full years before applying (or qualifying for a waiver of the two-year rule)

Social disadvantage:

Social disadvantage is defined as individuals who have been subjected to racial or ethnic prejudice or cultural bias because of their identity as a member of a group without regard to their individual capabilities. The following individuals are presumed to be socially disadvantaged: Black Americans, Native Americans, Hispanic Americans, Asian Pacific Americans and Subcontinent Asian Americans. An individual who is not a member of one of the groups presumed to be socially disadvantaged must establish individual social disadvantage by a preponderance of the evidence. Anyone may apply for 8(a) Program certification.

For additional information regarding evidence of social disadvantage, please visit:

www.sba.gov/8abd/indexprograms.html

In Connecticut contact Hugh Curley at (860) 240-4650 or e-mail:

hugh.curley@sba.gov.

Economic disadvantage:

Economically disadvantaged individuals are socially disadvantaged individuals whose ability to compete in the free-enterprise system has been impaired due to diminished capital and credit opportunities as compared to others in the same or similar line of business who are not socially disadvantaged.

Net worth:

For initial 8(a) Program certification, the net worth of an individual claiming to be disadvantaged, must be less than \$250,000. For continued 8(a) Program eligibility after admission, net worth must be less than \$750,000. In determining such net worth, SBA will exclude the ownership interest in the applicant or participant and the equity in the primary residence.

Day-to-Day Management:

- Management and daily business operations must be controlled by disadvantaged individual(s) upon whom eligibility is based.
- The individual(s) must have management or technical expertise directly related to the primary product or service of the business.

For additional information on the 8(a) Business Development Program, please visit:

www.sba.gov/8abd/

Small Disadvantaged Business Certifications

To qualify as a small disadvantaged business, a firm must be owned and controlled by one or more individuals who are socially and economically disadvantaged.

SUCCESS
STORY

Horizon Services Company

continued from page 7

The success of Horizon Services is directly related to the commitment and excellence of the management team Hsu has built and the organization's ability to adapt to industry trends in order to respond to customer needs.

What has set Horizon Services apart is the understanding that success in the labor intensive janitorial services market came from investing in the right people. Hsu began to apply his desire to make mischief and defy convention to the recruiting and hiring process. Today Horizon's competitive edge lies not in gimmicky service offerings but rather in superior management of service level technicians in both janitorial and construction cleaning environments.

As Horizon has evolved it has attracted high profile customers including fortune 500 corporations, state and federal governmental agencies and many of the

nation's leading general contractors. Time and time again Horizon is selected for its capacity to staff and manage the most challenging accounts.

Today Horizon provides customers with a wide range of contract cleaning solutions from traditional custodial services and project services to green cleaning and final construction clean up. Horizon is proud to work with many of the nation's most respected companies and government agencies and looks forward to serving an increasingly diverse customer base in the future.

Hsu and Horizon Services Company joined the SBA 8(a) program in the spring of 1998 and graduated successfully in the spring of 2007. The SBA was pleased to be able to recognize Hsu in 2007 as the Minority Small Business Person of the Year for the New England Region.

Congress has directed that individuals who are members of certain ethnic groups are presumed to be disadvantaged. Other persons, including women and persons of any race, can also qualify by establishing their disadvantaged status.

Once certified by the SBA, the firm can be added to an online registry of SDB-certified firms maintained in CCR/DSBS. Firms remain on the list for three years. Contracting Officers and prime contractors may search this registry for potential contractors.

For additional information on SDB Certification and Eligibility, visit the SDB Web site at: www.sba.gov/services, and select "Small Business Certifications" from the "Contracting Opportunities" menu in the center of the page.

Online 8(a)/SDB Application

The online 8(a)/SDB application allows small companies to apply for 8(a) Business Development and Small Disadvantaged Business certification directly from SBA's Web site. The 8(a)/SDB online application incorporates features including context sensitive help, real-time validation, printer-friendly versions and integrates with the CCR/DSBS.

This is one example of how the SBA utilizes technology such as the Internet to simplify the interaction between small business and the federal government.

You may access the electronic 8(a)/SDB application by visiting:

<https://sba8a.symlicity.com/applicants/guide>

If you are having difficulty with SBA's General Login System (GLS), please contact ITSecurity@sba.gov.

If you are having difficulty with the Central Contractor Registration (CCR), please go to <http://www.ccr.gov/help.asp> for contact information.

If you are having difficulty with the Dynamic Small Business Search (DSBS), please contact Robert.Connolly@sba.gov.

Small Disadvantaged Business (SDB) E-application, please contact SDB@sba.gov.

8(a) Business Development E-application, please contact 8ABD@sba.gov.

The Mentor-Protégé Program for 8(a) Participants

Through the SBA's Mentor-Protégé Program, 8(a) Program participants can receive in-depth business advice to assist them in becoming more competitive in obtaining federal government contracts. The SBA's Mentor-Protégé Program encourages private-sector relationships and broadens the agency's efforts to address the needs of clients in the 8(a) Program.

If you are an 8(a) participant, mentors can provide you with technical and management assistance, financial assistance in the form of

equity investments or loans, subcontract support, and assistance in performing prime contracts through joint-venture arrangements with 8(a) businesses.

For additional information, please visit: <http://www.sba.gov/aboutsba/sbaprograms/8abd/index.html>.

Service-Disabled Veteran-Owned Small Business

In 1999 public law established federal procurement opportunities for veterans and service-disabled veterans. In 2003, the Small Business Act established procurement vehicles for small businesses owned and controlled by service-disabled veterans.

Contracting officers may award a sole-source or set-aside contract to a small business owned by a service-disabled veteran if:

- The business is a responsible contractor able to perform the contract, and the contracting officer does not reasonably expect two or more small businesses owned and controlled by service-disabled veterans will submit offers.
- The anticipated award price of the contract (including options) won't exceed \$5 million in case of a contract opportunity assigned a North American Industry Classification System code for manufacturing; or
- \$3 million in the case of any other contract opportunity;
- In the estimation of the contracting officer, the contract award can be made at a fair and reasonable price.

Additionally, a contracting officer may award contracts after competition restricted to small business concerns owned and controlled by service-disabled veterans if the contracting officer reasonably expects two or more small businesses owned and controlled by service-disabled veterans will submit offers and that the award can be made at a fair market price.

Veterans and service-disabled veterans participate in all SBA procurement programs. To determine your eligibility, contact your local veterans business development officer in your nearest SBA district office, visit the various program Web sites or contact the SBA's Office of Veterans Business development at www.sba.gov/vets.

For more information about SBA's Service-Disabled Veterans Business program, visit <http://www.sba.gov/aboutsba/sbaprograms/ovbd/index.html>.

SMALL BUSINESS INNOVATION RESEARCH PROGRAM

The SBIR Program encourages small businesses to explore their technological

potential by reserving a specific percentage of federal research and development funds for small businesses. The program serves to fund the critical startup and development stages for a technology and encourages commercialization of the technology, product or service. In turn, this stimulates the U.S. economy.

The Connecticut SBIR Office was established in July, 2004. The Office is located in East Hartford at 111 Founders Plaza, Suite 1002 as part of the Connecticut Center for Advanced Technology (CCAT). The CT SBIR Office, funded by the Office for Workforce Competitiveness, was created to reach out and engage more Connecticut technology firms in the national \$2.5 billion Small Business Innovation Research program. Recent analysis shows that Connecticut firms may be missing significant opportunities to compete for and win federal funding to develop new products. The Office can assist in determining qualification, facilitating the creation of competitive proposals which, if awarded, increases the rate of new technology and product development leading to commercialization and job creation.

The SBIR Program represents a way to increase a small company's R&D budget without taking on debt or giving up equity.

The Program is a 3-Phase Program.

- Phase I \$100K – prove feasibility – 6 months
- Phase II \$750K – build a prototype – 2 years
- Phase III Commercialization – Use of Non SBIR funds

The Connecticut SBIR Office offers a variety of services in support of this Program including but not limited to:

- Matchmaking
- Proposal and feedback reviews
- Events – Including the 2008 Fall National SBIR Conference
- Grants
- Referrals
- Awareness Building

For more information on the SBIR Program, contact:

Deborah A. Santy, SBIR Program Director

222 Pitkin Street, Suite 101
East Hartford, CT 06108
(860) 282-4209
dsanty@ccat.us
www.ccat.us/sbir/

U.S. Small Business Administration

Office of Technology
409 Third Street S.W., Mail Code: 6470
Washington, DC 20416
(202) 205-6450

SBIR Requirements:

Small businesses must meet the following eligibility criteria to participate in the SBIR program.

- Be 51 percent owned and controlled by one or more individuals who are U.S. citizens or permanent resident aliens in the U.S. or be a for-profit business concern that is at least 51 percent owned and controlled by another for-profit business concern that is at least 51 percent owned and controlled by one or more individuals who are citizens of, or permanent resident aliens in, the U.S.
- Be organized for profit.
- Principal researcher must be employed by small business.
- Company size cannot exceed 500 employees.

For more information on the SBIR Program visit www.sba.gov/services, then scroll down the "Contracting Opportunities" menu along the bottom and click on "Contracting Program." From there, select "SBIR/STTR Programs" from the menu that appears on the right-hand side or contact:

U.S. Small Business Administration

Office of Technology
409 Third Street S.W., 8th Floor
Washington, DC 20416
(202) 205-6450
Robert.connolly@sba.gov

Participating Agencies:

Each year, the following eleven federal departments and agencies are required to reserve a portion of their R&D funds for award to small business: Departments of Agriculture; Commerce; Defense; Education; Energy; Health and Human Services; Homeland Security; Transportation; Environmental Protection Agency; National Aeronautics and Space Administration; and National Science Foundation.

For more information on the SBIR Program, please visit:

<http://www.sba.gov/aboutsba/sbaprograms/sbir/index.html>

SMALL BUSINESS TECHNOLOGY TRANSFER PROGRAM

This STTR program reserves a specific percentage of federal R&D funding for award to small business and nonprofit research institution partners. Small business has long been where innovation and innovators thrive. But the risk and expense of conducting serious R&D efforts can be beyond the means of many small businesses. Conversely, nonprofit research laboratories are instrumental in developing high-tech innovations. But frequently, innovation is confined to the theoretical, not the practical. STTR combines the strengths of both entities

by introducing entrepreneurial skills to high-tech research efforts. The technologies and products are transferred from the laboratory to the marketplace. The small business profits from the commercialization, which, in turn, stimulates the U.S. economy.

STTR Requirements:

Small businesses must meet the following eligibility criteria to participate in the STTR Program.

- Be 51 percent owned and controlled by one or more individuals who are U.S. citizens or permanent resident aliens in the U.S.
- Be organized for profit.
- Principal researcher need not be employed by small business.
- Small business must conduct at least 40 percent of the work.
- Company size cannot exceed 500 employees. (No size limit for nonprofit research institution).

The nonprofit research institution partner must also meet certain eligibility criteria:

- Be located in the United States and be one of the following:
- Nonprofit college or university.
- Domestic nonprofit research organization.
- Federally funded R&D center.
- The research institution must conduct at least 30 percent of the work.

Participating Agencies:

Each year the following five Federal departments and agencies are required by STTR to reserve a portion of their R&D funds for award to small business/nonprofit research institution partnerships: Department of Defense; Department of Energy; Department of Health and Human Services; National Aeronautics and Space Administration; and National Science Foundation.

TECH-Net

TECH-Net is an Internet-based database of information containing Small Business Innovation Research awards, Small Business Technology Transfer awards, Advanced Technology Program awards, and Manufacturing Extension Partners centers.

It is a search engine and electronic gateway of technology information and resources for and about small high-tech businesses. It is a tool for researchers, scientists, state, federal and local government officials, a marketing tool for small firms and a potential "link" to investment opportunities for investors and other sources of capital.

TECH-Net is a free service for those seeking small business partners, small business

contractors and subcontractors, leading edge technology research, research partners, (e.g. small businesses, universities, federal labs and non-profit organizations), manufacturing centers and investment opportunities.

TECH-Net is available at:

<http://tech-net.sba.gov/index.cfm>.

MANAGEMENT AND TECHNICAL ASSISTANCE

SBA's Section 7(j) Management and Technical Assistance Program authorizes the SBA to enter into grants, cooperative agreements and contracts with public or private organizations to pay all or part of the cost of technical or management assistance for individuals or concerns eligible for assistance under sections: 7(a) (11), 7(j) (10), or 8(a) of the Small Business Act. Specifically, the following are eligible to receive management and technical assistance including businesses which qualify as small under 13CFR part 121 of this title: concerns located in urban or rural areas with high proportions of unemployed or low-income individuals, or which are owned by such low-income individuals; and businesses eligible to receive 8(a) contracts.

The types of assistance available to eligible individuals through the Management and Technical Assistance Program include counseling and training in the areas of:

- Finance
- Management
- Accounting
- Bookkeeping
- Marketing and presentation analysis
- Advertising
- Loan packaging
- Proposal bid preparation
- Feasibility studies
- Industry specific technical assistance
- The identification and development of new business opportunities

More information is at:

<http://www.sba.gov/aboutsba/sbaprograms/8abd/index.html>.

In Connecticut, contact:

Greta Johansson

(860) 240-4672

greta.johansson@sba.gov

or

Stephanie Scott

(860) 240-4637

stef.scott@sba.gov

Disaster Assistance

Knowing the Types of Assistance Available for Recovery



The SBA's Disaster Assistance Program is the only federal program providing loan assistance to homeowners, renters and businesses following disasters. The program provides eligible applicants with certain financial assistance only after an affected area is declared a disaster by the President or the Administrator of the SBA. This loan program is intended for funding of private-sector, non-agricultural losses for which the victims are uninsured or underinsured.

Eligibility is determined by review of a business' or an individual's financial situation as reviewed against established SBA guidelines. A low interest rate (not to exceed 4 percent) is available to applicants without credit available elsewhere; a higher rate (not to exceed 8 percent) is available to applicants with credit available elsewhere.

There are several types of assistance available to qualified applicants.

Physical Disaster

Loans are available to businesses and homeowners and renters. Loans are available to qualified business applicants of any size for uninsured or underinsured disaster losses of up to \$1.5 million. Businesses may use these funds to replace or repair real estate, equipment, fixtures, inventory, and leasehold improvements to pre-disaster condition. Homeowners receive loans, up to \$200,000 for real property losses to repair or restore a primary residence to pre-disaster condition. Homes which are not primary residences are ineligible. Qualified renters and homeowners may also obtain loans for uninsured or

underinsured personal property losses up to \$40,000 to repair or replace personal property such as clothing, furniture, cars, etc. Loans are not intended to replace extraordinarily expensive or irreplaceable items such as antiques, pleasure craft, recreational vehicles or fur coats.

Economic Injury Disaster Loans

Loans of up to \$1.5 million are available for small businesses only which sustain economic injury as a direct result of the disaster event. These working capital loans are intended to be made to small businesses, without credit elsewhere, to help pay ordinary and necessary operating expenses that would have been payable barring the disaster event. Businesses may receive combined EIDL and physical disaster loans up to \$ 1.5 million, unless the business meets the federal criteria as a major source of employment. In that event, the \$1.5 million may be waived when appropriate application is made and documentation provided.

Military Reservist Economic Injury

During Title 10 activations, loans are available to \$1.5 million to assist eligible small businesses to meet their ordinary and necessary operating expenses that they could have met, but are unable to meet, because an essential employee, including the owner, was "called up" to active duty in his/her role as a military reservist. These loans are intended to provide only the amount of working capital needed by a small business to pay its necessary obligations as they mature until operations return to normal after the essential employee is released from active military duty.

More information is at:

<http://www.sba.gov/services/disasterassistance/index.html>, then choose from the topics under "Disaster Assistance" at the center of the page.

Disaster Recovery

Disaster Preparedness

For small businesses, surviving a disaster doesn't begin with clearing the debris and returning to work.

Surviving begins long before the disaster strikes – with proper planning. Your planning should include insurance coverage, emergency power, company records, fire safety, medical emergencies, taking care of your employees and continuity planning – how your business will continue during and after the emergency or disaster.

Starting is as easy as clicking on the SBA's Disaster Preparedness Web site at:

<http://www.sba.gov/services/disasterassistance/disasterpreparedness/index.html>. The site includes a wealth of information on the SBA's disaster recovery programs for homeowners and renters, and businesses of all sizes. There are articles on emergency planning for disasters, descriptions of SBA's programs, and links to government and industry Web sites with great planning information.

There is also a link to www.ready.gov, the Department of Homeland Security's Web site for home and business disaster planning.

Small- to medium-sized businesses are the most vulnerable in an emergency. A plan can

help protect your company and enhance its potential to recover after an emergency.

The ready.gov site contains downloadable publications detailing the planning you'll need to stay in business after a disaster strikes. One publication, the Ready Business Mentoring Guide – User Edition, contains worksheets, checklists, testimonials and a sample emergency plan to use for study. You can order the publication or download it free.

Planning for a disaster is the best way of limiting its effects.

Business Directory



BPlanZ
Affordable, swift, calculated.

We write:
Business Plans
Import/Export Plans

Perfect for:

- Banks
- SBA Lenders
- Private Investors
- Institutional Investors

Have experience in:

- Oil & Gas Drilling
- Real Estate Development
- Products/Parts Distribution
- Retail shops/ Boutiques
- Restaurants
- Movie Production
- Misc. Professional Services

Toll Free: 877-417-PLAN • Phone: 713-523-7226 • Fax: 713-583-7027
Email: myplan@bplanz.com • www.bplanz.com



THINKING ABOUT STARTING YOUR OWN BUSINESS?

visit **franmarket.com**
An Online Marketplace For Franchises & Business Opportunities

If you've ever thought of owning your own business, now's your chance to find the right franchise for you — work from home, internet based, retail, service, automotive, consulting... just about anything! Find a business opportunity or franchise that matches your budget and your experience.

Also find advice and counsel from business leaders in your area. At franmarket.com, you can select a business based on the amount you want to invest, or you can scan our many business opportunities by category.

Don't miss your chance at the American Dream. Visit us online at www.franmarket.com

TO ADVERTISE PLEASE CALL 1.800.274.2812

Watching Out For You

The SBA Is Your Voice In Washington



OFFICE OF ADVOCACY

The SBA's Office of Advocacy, the "small business watchdog" of the government, examines the role and status of small business in the economy and independently represents the views of small business to federal agencies, Congress, the President and federal appellate courts as friends of the court. Advocacy compiles and interprets statistics on small business and is the primary entity within the federal government to disseminate small business data.

Advocacy also funds outside research into small business issues and produces numerous publications to inform policy makers about the important role of small business in the economy and the impact of government policies on small business. In addition, the

office monitors federal agency compliance with the Regulatory Flexibility Act – the law that requires agencies to analyze the impact of their proposed regulations on small entities (including small businesses, small governmental jurisdictions and small nonprofit organizations), and consider regulatory alternatives that minimize the economic burden on small entities.

Advocacy's mission is enhanced by a team of regional advocates, located in the SBA's 10 regions. They are Advocacy's direct link to small business owners, state and local government entities, and organizations that support the interests of small entities. The regional advocates help identify regulatory concerns of small business by monitoring the impact of federal and state policies at the grassroots level. Finally, the office is headed

by the Chief Counsel for Advocacy who is appointed by the President and confirmed by the U.S. Senate.

Learn more about the Office of Advocacy at: www.sba.gov/services, then select "Small Business Advocacy" from the "Laws & Regulations" column at the bottom.

OFFICE OF THE NATIONAL OMBUDSMAN

If excessive fines, penalties or unfair regulatory enforcement by federal agencies are problems for your small business, you have a voice in Washington, D.C., through the SBA's Office of the National Ombudsman.

The National Ombudsman receives comments from small business owners, nonprofit organizations and small government entities. Comments are forwarded to federal agencies for review, and in some cases fines may be lowered or eliminated and decisions changed in favor of the small business owner. Each year the National Ombudsman files a report with the U.S. Congress on how federal agencies have treated small businesses.

To request help, send the National Ombudsman a completed Federal Agency Comment Form. You may do this by fax at (202) 481-5719; online at the Ombudsman's Web page: <http://www.sba.gov/aboutsba/sbaprograms/ombudsman/index.html>, or by mail at: 409 Third Street S.W., Mail Code 2120, Washington, DC 20416.

The Ombudsman also coordinates 10 regional regulatory fairness boards which meet regularly to receive comments about federal regulations affecting small businesses.

Learn more about the National Ombudsman from the Web site above or call (888) REG-FAIR.

OTHER SOURCES OF ASSISTANCE

Regional Economic Development Organizations

Regional Economic development organizations offer a wide array of programs and services for new businesses as well as for companies in need of expansion or relocation assistance. Typical services provided by these organizations includes site location, tax incentives and loan packages. For more information contact the economic development organization in the geographic area of your interest.

Connecticut's Business Response Center

Connecticut's Business Response Center is a free service for people looking for information about doing business in Connecticut. Funded by the Connecticut Economic Resource Center, Inc. (CERC), a partnership of Connecticut utilities/telecommunications companies and state government, CBRC is available through a toll-free number (1-800-392-2122), via email (info@YouBelongInCT.com) and on the Web at www.YouBelongInCT.com. CBRC specialists use extensive, regularly updated databases to address questions on government and private resources, make referrals to contacts for further assistance, identify possible business locations, explain state and local requirements for different business types and much more.

State of Connecticut – Department of Economic and Community Development

The Department of Economic and Community Development (DECD) is the state's lead agency for the development and implementation of policies, strategies and programs, all of which are designed to enhance Connecticut's communities and business and housing environments.

DECD develops and implements strategies to attract and retain businesses and jobs, revitalize neighborhoods and communities, ensure quality housing and foster appropriate development in Connecticut's towns and cities.

As a forward thinking organization, DECD has successfully integrated the industry clusters economic development strategy into the every day workings of the department and is continuing to work with the Governor's Competitiveness Council to enhance Connecticut's competitive position in the new



economy and solidify the state's reputation as a high-tech leader in innovation and productivity.

DECD staff is composed of highly trained economic and community development professionals who work directly with businesses, developers, housing advocates, community groups and municipalities. They help promote business development, job growth, affordable housing and neighborhood revitalization in the communities they serve.

DECD contact information:

State of Connecticut
Department of Economic and Community
Development
505 Hudson Street
Hartford, CT 06106-7107
(860) 270-8000
www.ct.gov/ecd

Gateway Small Business Center (GSBC)

Gateway Small Business Center (GSBC) is located at the Gateway Community College, Long Wharf Campus in New Haven. The GSBC offers a broad range of programs, courses, workshops and counseling services for existing or potential entrepreneurs and small business owners. GSBC has counseling offices for SCORE.

Gateway Small Business Center

Gateway Community College
60 Sargent Drive
New Haven, CT 06511
(203) 865-7645

Connecticut Business Incubator Network (CBIN)

The Connecticut Business Incubator Network (CBIN) is a network of the incubators in the state which provide space and a process to help entrepreneurs succeed. Business incubators accelerate young startup businesses from an emerging concept to a viable enterprise. They offer a full array of business assistance services tailored to client companies, and an on-site incubator manager, outside professionals and organizations which provide mentoring assistance. Companies graduate from the program once they meet their program goals. Businesses launched from an incubator program will succeed three to one versus the open marketplace.

Connecticut Center for Advanced Technology (CCAT) Regional Innovation Center

Paul Striebel
222 Pitkin Street, Suite 101
East Hartford, CT 06108
(860) 291-8832 • (860) 291-8874 Fax
www.ccat.us

Connecticut Enterprise Center -

Ronald H. Buccilli, Psy.D., President/CEO
CW Group, Inc.
200 Myrtle Street
New Britain, CT 06053
(860) 229-7700 • (860) 229-6847 Fax
www.cwresources.org

OTHER ASSISTANCE [In Your Area]

Institute of Technology and Business Development (ITBD)

Richard C. Mullins Jr., Managing Director
CCSU Institute of Technology and Business Development
185 Main Street
New Britain, CT 06051
(860) 827-7966 • (860) 827-7025 Fax
www.ccsu.edu/ITBD

Oxford Regional Innovation Center (ORIC)

Melissa Wall
Oxford Regional Innovation Center
288 Christian Street
Oxford, CT 06517
(203) 262-6686 • (203) 262-6690 Fax
www.oxfordinnovation.org

University of Connecticut Technology Incubation Program

Rita Zangari, Program Director
University of Connecticut
Technology Incubator Program
1392 Storrs Road, U4213
Storrs, CT 06269-4213
(860) 486-3010 • (860) 486-3536 Fax
www.tip.uconn.edu

iConn

Your Public Library Card — It's Not Just For Check Out Anymore!

iCONN is part of the Connecticut Education Network. It provides all students, faculty and residents with online access to essential library and information resources. It is administered by the Connecticut State Library in conjunction with the Department of Higher Education. Through iCONN, a core level of information resources including secured access to licensed databases is available to every citizen in Connecticut. In addition, specialized research information is available to college students and faculty. iCONN began in 2000 when the Connecticut General Assembly provided funding for the purchase of licensed information databases for Connecticut's libraries, schools and colleges. The Digital Library was one of several recommendations of then - Lieutenant Governor M. Jodi Rell in the Fall of 1999.

The Goals of iCONN are:

- To ensure universal access to a core level of library and information resources for every resident of Connecticut through their public library, school, college, and from home.
- To help provide necessary information resources to every school in Connecticut so that all students are prepared to function in an information society.
- To provide information resources to the increasing number of students taking advantage of on-line courses at Connecticut's colleges and universities.
- To support the information needs of all Connecticut citizens.

Visit www.iconn.org, contact your local public library or call the:

Connecticut Digital Library office
(888) 256-1222 Toll Free in Connecticut
or (860) 344-2475

Chambers of Commerce

Chambers of Commerce serve as a central location where the local small business community may obtain information, publications and contact information. Current listings can be found online in a variety of places. Some of the sites we've found for Chambers in Connecticut are the following:

www.cbia.com/gov/chamberdata.htm
www.2chambers.com/connecti2.htm
www.conquest.com/ct/chambersofcommerce.html

In Connecticut you can also find the State organization, the Connecticut Business & Industry Association, and other economic development organizations and alliances. You can find more information by visiting the following:

Connecticut Business and Industry Association, Inc.

350 Church Street
Hartford, CT 06103
(860) 244-1900
www.cbia.com

Connecticut Economic Development Association (CEDAS)

c/o CERC
805 Brook Street, Building 4
Rocky Hill, CT 06067
(860) 571-7136 • (860) 571-7150 Fax
www.cedas.org

Economic Development Connecticut Towns and Cities

The state of Connecticut, through its web site, provides links to your town – find your local chamber, economic development department, local development programs and other resources by visiting www.ct.gov and choosing "Towns & Cities" from their "Quick Links."

BUYING OR CONSTRUCTING A BUILDING?

The Housatonic Industrial Development Corp. can help.

Here's How:

**GET 90% FIXED ASSET FINANCING
WITH LONG TERM LOANS FOR
PURCHASE, EXPANSION, CONSTRUCTION OF
MANUFACTURING AND COMMERCIAL PROPERTIES.**

CALL 203 743 0306

The Housatonic Industrial Development Corp.

57 North St. Suite 407 Danbury, CT 06810
fax 203 744 0915 email hidc504@hidc-ct.org

Visit us on the web at www.hidc-ct.org

a non-profit
development company since 1969



Delivering Results.

With over 30 years of success growing our clients' businesses, it's being **innovative** that gets them noticed.

Whether you're just starting up your business or you've been at it for years, **The Nissen Group** is your complete source for advertising, marketing, web development and custom publishing for your business, product or service. Our technology offers no limits in promoting your company. Let us enhance your professional image while securing new opportunities for your firm.

Give us a call. We'll deliver.



THE NISSEN GROUP

ADVERTISING • MARKETING • PUBLIC RELATIONS

800 • 274 • 2812 . www.thenissengroup.com

WINNER
OF 10
ADDY
AWARDS
FOR
EXCELLENCE
IN ADVERTISING
FOR 2007

APPLE VALLEY BANK & TRUST CO. (GP)
286 Maple Avenue/P.O. Box 70
Cheshire, CT 06410
(203) 271-1268 • (203) 271-1540 F

BANK OF AMERICA (GP/SBX/PLP/CLP)
157 Church Street
Newhaven, CT 06510
(203) 752-4835 • (203) 752-4887 F

THE BANK OF GREENWICH (GP)
165 Mason Street
Greenwich, CT 06830
(203) 629-8400 • (203) 629-8409 F

BANK OF SOUTHERN CONNECTICUT (GP/SBX/CLP)
215 Church Street
New Haven, CT 06510
(203) 782-1100 • (203) 782-5056 F

SBA: Programs and services to help you **START GROW & SUCCEED**

All sba programs and services are provided on a nondiscriminatory basis

BANK UNITED (GP)
95 Elm Street
West Springfield, MA 02459
(413) 787-1271 • (413) 731-8129 F

BNB BANK, NA (GP/PLP/CLP)
250 5th Avenue
New York, NY 10001
(212) 689-5292 • (212) 263-2055 F

BRANCH BANKING & TRUST CO. (GP/SBX/PLP/CLP/PX)
5901-C Peachtree Dunwoody Road,
Suite 420
Atlanta, GA 30338
(770) 522-0582 • (770) 551-8781 F

BUSINESS DEVELOPMENT COMPANY (GP)
500 Edgewater Drive, Suite 555
Wakefield, MA 01880-1880
(781) 928-1102 • (781) 928-1100 F

BUSINESS DEVELOPMENT COMPANY (GP/PLP/CLP)
20 Church Street
Hartford, CT 06103
(860) 218-2912 • (860) 218-2913 F

BUSINESS LENDERS, LLC (GP/SBX/PLP/CLP)
50 State House Square, 5th Floor
Hartford, CT 06103
(860) 244-9202 ext. 118
(860) 527-0884 F

CASTLE BANK & TRUST CO. (GP)
100 Hanover Street
Meriden, CT 06451
(203) 639-8866 • (203) 639-2834 F

CHELSEA GROTON SAVINGS BANK (GP)
904 Poquonock Road/P.O. Box 869
Groton, CT 06340
(860) 448-4120 • (860) 448-4129 F

CHITTENDEN (GP/PLP/CLP/PX)
1391 Main Street/P.O. Box 4950
Springfield, MA 01101-4950
(617) 735-6718 • (617) 735-6774

CIT CAPITAL SMALL BUSINESS LENDING (GP/PLP/CLP/PX)
175 N. Main Street, Suite 38
Branford, CT 06045
(860) 483-4396 • (860) 483-4393 F

CITIBANK FSB OF CONNECTICUT (GP/SBX/CLP)
750 Washington Boulevard
Stamford, CT 06091
(203) 975-6072 • (860) 975-5042 F

COLLINSVILLE SAVINGS SOCIETY (GP)
250 Albany Turnpike, POB 350
Canton, CT 06019
(860) 693-6936 • (860) 693-7799 F

COMERICA BANK (GP/PLP/CLP)
455 Capitol Mall, Ste. 300
Sacramento, CA 95814
(916) 491-1363 • (916) 491-1368 F

COMMERCE BANK (GP/PLP/CLP)
One Royal Road
Fleming, NJ 08822
(908) 237-4746 • (908) 237-4787 F

COMMUNITY'S BANK (THE) (GP)
211 State Street
Bridgeport, CT 06604
(203) 367-0411 • (203) 367-8383 F

COMMUNITY SOUTH BANK (GP/PLP/CLP)
68 Randolph Drive
Glastonbury, CT 06033
(860) 633-3300 • (860) 633-6776 F

CONNECTICUT BANK & TRUST CO. (GP/SBX/PX)
7 Sycamore Street
Glastonbury, CT 06033
(860) 266-4059 • (860) 657-4405 F

CONNECTICUT RIVER COMMUNITY BANK (GP/SBX/PX)
64 Oak Street
Glastonbury, CT 06033
(860) 734-2107 • (860) 734-2199 F

EASTERN FEDERAL BANK (GP/SBX/PX)
257 Main Street
Norwich, CT 06360
(860) 253-4022 • (860) 253-5205 F

ENFIELD FEDERAL SAVINGS AND LOAN ASSOCIATION (GP)
855 Enfield Street
Enfield, CT 06082
(860) 253-4022 • (860) 253-5205 F

ESSEX SAVINGS BANK (GP/CLP/SBX/PX)
35 Plains Road
Essex, CT 06426
(860) 767-4414 • (860) 767-4447 F

FAIRFIELD COUNTY BANK CORP. (GP/SBX/CLP)
150 Danbury Road/P.O. Box 2050
Ridgefield, CT 06877
(203) 431-7451 • (203) 438-0831 F

FARMINGTON SAVINGS BANK (GP/CLP)
32 Main Street
Farmington, CT 06032
(860) 314-6854 • (860) 314-6850 F

FIRST COUNTY BANK (GP/SBX/CLP)
100 Prospect Street, Suite 301N
Stamford, CT 06901
(203) 462-4202 • (203) 462-4447 F

FIRST NATIONAL BANK OF LITCHFIELD (GP)
100 Park Lane Road
New Milford, CT 06776
(860) 210-2313 • (860) 210-7869 F

FIRST NATIONAL BANK OF SUFFIELD (GP)
30 Bridge Street
Suffield, CT 06078
(860) 668-3950 • (860) 668-3954 F

FIRST TRADE UNION BANK (GP)
25 Drydock Avenue
Boston, MA 02205
(617) 728-7369 • (617) 482-9823 F

FLAGSHIP BANK (GP)
120 Front Street
Worcester, MA 01608
(508) 890-5118 • (508) 797-5163 F

GREATER BAY BANK (GP/PLP/CLP)
60 S. Market Street, Suite 150 San
Jose, CA 95113
(408) 975-6925 • (408) 293-1733 F

GROW AMERICA FUND, INC. (GP)
708 Third Avenue
New York, NY 10017
(212) 682-1106 • (212) 573-6118 F

GUILFORD SAVINGS BANK (GP)
1 Park Street/P.O. Box 369
Guilford, CT 06439
(203) 453-6213 • (203) 453-6637 F

HAMPDEN SAVINGS BANK (GP)
19 Harrison Avenue
Springfield, MA 01102-2048
(413) 452-5143 • (413) 452-5149 F

HOME LOAN INVESTMENT BANK, FSB (GP/CLP/PLP)
One Home Loan Plaza, Suite 3
Warwick, RI 02886
(401) 739-8800 • (401) 739-9711 F

HSBC BANK (GP/CLP/CLP/SBX/PX)
7 Landmark Square
Stamford, CT 06851
(203) 316-0844 • (203) 316-8428 F

HUDSON VALLEY BANK (GP)
21 Scarsdale Road
Yonkers, NY 10707
(914) 961-6100 • (914) 771-7302 F

INDEPENDENCE BANK (GP/CLP)
1370 S. County Trail
East Greenwich, RI 02818
(401) 471-6300 • (401) 471-6298 F

INSURBANC, FSB (GP)
10 Executive Drive
Farmington, CT 06032
(860) 674-2310 • (860) 677-0524 F

JEWETT CITY SAVINGS BANK (GP)
111 Main Street
Jewett Cit, CT 06351
(860) 376-4444 • (860) 376-3270 F

JPMORGAN CHASE (GP/SBX/PLP/CLP/PX)
1985 Marcus Avenue
New Hyde Park, NY 11042
(516) 574-7482 • (516) 574-7598 F

LIBERTY BANK (GP/SBX/PX)
315 Main Street
Middletown, CT 06351
(860) 343-7437 • (860) 344-9217 F

LITCHFIELD BANCORP (GP/SBX/PX)
294 West Street/P.O. Box 997
Litchfield, CT 06759
(860) 567-9401 • (860) 567-5872 F

M&T BANK (GP/PX)
4925 Main Street
Amherst, NY 14226
(716) 839-8706 • (716) 839-8777 F

MAINSTREET LENDER, LLC. (GP/PLP/CLP)
2 Wisconsin Circle, 7th Fl.
Chew Chase, MD 20815
(240) 235-5091 • (240) 235-5093 F

MATRIX CAPITAL BANK (GP)
700 Seventeenth Street
Denver, CO 80202
(720) 956-6500 • (720) 956-6592 F

MILFORD BANK (GP)
33 Broad Street
Milford, CT 06460
(203) 783-5700 • (203) 783-5725 F

NATIONAL COOPERATIVE BANK (GP/PLP/CLP/PX)
280 Trumbull Street
Hartford, CT 06103
(860) 297-0208 ext. 226
(860) 547-0054 F

NATIONAL IRON BANK (GP)
195 Main Street
Salisbury, CT 06068
(860) 435-2581 • (860) 435-9105 F

NAUGATUCK SAVINGS BANK (GP/SBX)
87 Church Street
Naugatuck, CT 06770
(203) 720-5364 • (860) 720-4100 F

NAUGATUCK VALLEY SAVINGS & LOAN ASSOCIATION (GP)

333 Church Street
Naugatuck, CT 06770
(203) 720-5000 • (203) 720-4100 F

NEWALLIANCE BANK (GP/SBX/PLP/CLP/PX)

195 Church Street
New Haven, CT 06510
(203) 789-2822 • (203) 784-5049 F

NEWTEK SMALL BUSINESS SERVICES (GP/PLP/CLP/PX)

4 Whitney Street Extension
Westport, CT 06880
(203) 454-9653 • (203) 454-1889 F

NEWTOWN SAVINGS BANK (GP/SBX/PLP/CLP/PX)

39 Main Street
Newtown, CT 06470
(203) 426-4440 ext. 3166
(203) 270-6308 F

NORTHWEST COMMUNITY BANK (GP/CLP)

86 Main Street/P.O. Box 1019
Winsted, CT 06098
(860) 379-7561 • (203) 738-6023 F

PATRIOT NATIONAL BANK (GP/SBX/PLP/CLP/PX)

1177 Summer Street
Stamford, CT 06905
(203) 283-3117 • (203) 697-1100 F

PEOPLE'S UNITED BANK (GP/SBX/PLP/CLP/PX)

850 Main Street
Bridgeport, CT 06604-4913
(203) 338-7215 • (203) 338-6983 F

PNC BANK, NA (GP/PLP/CLP)

126 Easton Road, 2nd Fl.
Willow Grove, PA 19090
(215) 658-5053 • (215) 658-5054 F

POPULAR SMALL BUSINESS CREDIT, A DIVISION OF BANCO POPULAR, NA (GP/PLP/CLP)

27 Sunnyside Road
Avon, CT 06001
(860) 404-1757 • (860) 673-6739 F

PRIME BANK (GP)

7 Old Tavern Road/P.O. Box 696
Orange, CT 06477
(203) 799-1299 • (203) 799-1297 F

RBS CITIZENS (GP/SBX/PLP/CLP/PX)

480 Jefferson Boulevard,
Mail Stop RJE-310
Warwick, RI 02886
(401) 468-6127 • (401) 468-6178 F

ROCKVILLE BANK (GP/SBX)

P.O. Box 660
Rockville, CT 06066
(860) 291-3600 • (860) 291-3749 F

SALISBURY BANK & TRUST (GP/SBX)

5 Bissell Street/P.O. Box 1868
Lakeville, CT 06039
(860) 435-9801 • (860) 435-0631 F

SAVINGS BANK OF DANBURY (GP/SBX/PX)

220 Main Street
Danbury, CT 06810-6653
(203) 731-5442 • (203) 774-3998 F

SAVINGS INSTITUTE BANK & TRUST COMPANY (GP/SBX/CLP)

803 Main Street
Willimantic, CT 06776
(860) 741-3511 • (860) 423-9001 F

SHINHAN BANK OF AMERICA (GP/PLP/CLP)

241 Fifth Avenue
New York, NY 10016
(212) 447-7900 • (212) 679-5731 F

SIMSBURY BANK & TRUST COMPANY (GP/SBX/CLP)

760 Hopmeadow Street/P.O. Box 240
Simsbury, CT 06070
(860) 651-2091 • (860) 408-4679 F

SMALL BUSINESS LOAN SOURCE (GP/CLP)

67 South Bedford Street, Suite 400
West Burlington, MA 01803
(781) 229-5875 • (781) 359-1865 F

SOVEREIGN BANK (GP/SBX/CLP/PX)

1010 Farmington Avenue West
Hartford, CT 06107
(860) 570-3240 • (860) 570-3242 F

SUPERIOR SAVINGS BANK (GP)

275 Broad Hollow Road
Melville, NY 10747
(516) 844-1005 • (516) 844-1464 F

TD BANKNORTH (GP/SBX/PLP/CLP/PX)

102 W. Main Street
New Britain, CT 06051
(860) 827-2578 • (860) 612-5323 F

TEMECULA VALLEY BANK (GP/PLP/CLP)

10617 Rocking Horse Trail
Kirtland, OH 44094
(440) 256-2664 • (440) 256-2665 F

THOMASTON SAVINGS BANK (GP/P/CLP/PX)

203 Main Street
Thomaston, CT 06787
(860) 283-6150 • (860) 283-6274 F

UNION SAVINGS BANK (GP/SBX/CLP/PX)

P.O. Box 647
Danbury, CT 06813-0647
(203) 796-7683 • (203) 796-7684 F

UNITED CENTRAL BANK (GP/CLP)

4555 W. Walnut Street
Garland, TX 75042
(972) 487-1505 • (972) 276-3972 F

UNITY BANK (GP/PLP/CLP/PX)

64 Old Highway 22
Clinton, NJ 08809
(908) 713-4305 • (908) 713-4351 F

UPS CAPITAL BUSINESS CREDIT (GP/SBX/CLP)

425 Day Hill Road
Windsor, CT 06095
(860) 687-2651 • (860) 687-2647 F

VALLEY BANK (GP/SBX)

10 N. Main Street/P.O. Box 1357
Bristol, CT 06010
(860) 585-2111 • (860) 314-1317 F

VALLEY NATIONAL BANK (PLP/CLP)

1334 U.S. Highway 22 East
North Plainfield, NJ 07060
(908) 561-0271 • (908) 753-9817 F

WACHOVIA BANK (GP/SBX/CLP)

1 Padanaram Road,
No. Street Shopping Center
Danbury, CT 06811
(203) 312-0705 • (203) 312-0179 F

WASHINGTON TRUST COMPANY (7(A)/PLP/CLP/PX)

23 Broad Street, Westerly, RI 02891
(401) 348-1200 ext. 1214
(401) 348-1326 F

WEBSTER BANK (GP/SBX/PLP/CLP/PX)

436 Slater Road
New Britain, CT 06053
(860) 612-5433 • (860) 612-5411 F

WELLS FARGO BANK, NA (PLP/CLP/PX)

1455 W. Lake Street, Suite 206,
Minneapolis, MN 55408
(612) 667-2753 • (612) 316-2322 F

WESTFIELD BANK (GP)

382 N. Main Street
East Longmeadow, MA 01208
(413) 572-4222 • (413) 564-0439 F

WESTPORT NATIONAL BANK (GP)

1495 Post Road East
Westport, CT 06881-0309
(203) 254-6313 • (203) 319-6285 F

WILTON BANK (GP)

47 Old Ridgefield Road/P.O. Box 606
Wilton, CT 06897
(203) 762-2265 • (203) 761-9662 F

WINDSOR FEDERAL SAVINGS & LOAN ASSOCIATION (GP)

250 Broad Street
Windsor, CT 06095
(860) 298-6159 • (860) 298-6164 F

WOORI AMERICA BANK (GP)

183 Main Street
Fort Lee, NJ 07024
(201) 947-6666 ext. 215
(201) 242-9780 F

ZIONS FIRST NATIONAL BANK (GP)

One South Main Street
Salt Lake City, UT 84111
(314) 822-0470 • (314) 822-0251 F

GP= General 7a Lender
SBX = SBA Express Lender
PLP = Preferred Lender
CLP = Certified Lender
PX = Patriot Express Lender

Live Your Dream | SCORE Can Help

Plan to Grow

Ask SCORE for advice

- Free
- Confidential
- Experienced Advisors

www.askscore.org

SCORE
Counselors to America's Small Business



This material is based on work supported by the U.S. Small Business Administration (SBA) under cooperative agreement SBAHQ-08-S-0001. Any opinions, findings and conclusions or recommendations expressed in this publication are those of the author(s) and do not necessarily reflect the views of the U.S. Small Business Administration.

INCORPORATE OR FORM AN LLC TODAY.

*Start your business
with The Company Corporation.*

Exclusive Offer
**ACT NOW AND
SAVE \$25**
*when you mention "SBA"
during your call.*



Incorporate or form an LLC with The Company Corporation and find other great tools to help get your business started.

Three reasons businesses turn to The Company Corporation:

AFFORDABLE. Complete your incorporation or LLC at a fraction of the cost of using a lawyer.

EASY. Work with a Business Services Specialist by phone or complete your application online in 10 minutes or less, in all 50 states.

FINANCIALLY STRONG. \$50,000 Guarantee*!
Only The Company Corporation has the strength to offer this type of protection for your company.

CALL 1-800-941-2627
www.corporate.com/sba

— THE —
COMPANY
CORPORATION™

INCORPORATING WHAT'S RIGHT FOR YOU

* Guarantee details, terms, and conditions are available at our website. The Company Corporation is a service company and does not offer legal or financial advice.

Business Banking

**You see
new resources.**



**We see new ways
to simplify small
business lending.**

NewAlliance Bank is one of Connecticut's fastest growing preferred SBA lenders. Discover the way a business banking relationship should be. Personal service that makes lending quick, courteous and efficient along with the support you need to realize the potential of your business.

Call Chris Earle at 203-789-2822.



NewAlliance Bank

Capital ideas. Human values.