



**The SBA:
Streamlining
and Simplifying
page 32**

Counseling PAGE 8

Capital PAGE 16

Contracting PAGE 33



SMALL BUSINESS content

2012-2013 GEORGIA

FEATURES

- 4** **From the Administrator**
 - 5 Regional Administrator's Letter
 - 6 Director's Letter

- 8** **Counseling**
 - Getting Help to Start Up, Market and Manage Your Business
 - 8 SBA Resource Partners
 - 11 SBA's Online Tools and Training
 - 12 Reaching Underserved Communities
 - 14 Are You Right for Small Business Ownership?
 - 15 Writing a Business Plan

- 16** **Capital**
 - Financing Options to Start or Grow Your Business
 - 16 SBA Business Loans
 - 17 What to Take to the Lender
 - 26 Small Business Investment Company Program
 - 26 Small Business Innovation Research Program
 - 27 Small Business Technology Transfer Program
 - 27 Surety Bond Guarantee Program
 - 29 SBA Loan Program Chart
 - 31 SBA Lenders Program Chart

- 32** **Feature Article**
 - The SBA: Streamlining and Simplifying

- 33** **Contracting**
 - Applying for Government Contracts
 - 33 How Government Contracting Works
 - 34 SBA Contracting Programs
 - 37 Getting Started in Contracting

- 38** **Disaster Assistance**
 - Getting Back on Your Feet After a Disaster

- 39** **Advocacy and Ombudsman**
 - Watching Out for Small Business Interests

- 40** **Additional Resources**
 - Taking Care of Start Up Logistics
 - 45 Business Organization: Choosing your Structure

- 46** **Other Assistance**

- 50** **Lender Listing**



*On the Cover:
Welder Scott Belden at work at
the manufacturing facility of his
employer, Tulsa, Okla.-based
Economasters, LLC.*



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/Spanish Small Business Resource
Advertising

Nicky Roberts nroberts@reni.net
Martha Theriault mtheriault@reni.net
Kenna Rogers krogers@reni.net

Production

Diane Traylor dtraylor@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 of Marketing

Paula Panissidi paula.panissidi@sba.gov

Editor

Ramona Fortanbary ramona.fortanbary@sba.gov
202-619-0379

Graphic Design

Gary Shellehamer gary.shellehamer@sba.gov

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

Printed in the United States of America

While every reasonable effort has been made to ensure that the information contained herein is accurate as of the date of publication, the information is subject to change without notice. The contractor that publishes this guide, the federal government, or agents thereof shall not be held liable for any damages arising from the use of or reliance on the information contained in this publication.

SBA Publication # MCS-0018

This publication is provided under SBA Contract # SBAHQ05C0014.



What does **Mary Moore** of
The Cook's Warehouse say about us?

“They are the cornerstone of my business.”

When CEO and Founder, Mary Moore, decided to expand, we had the recipe. She now has four locations plus a direct mail catalog and bustling online store. Whether you need capital to increase inventory, lease or buy equipment, or purchase real estate, call one of our SBA specialists at Cornerstone Bank. We promise to serve up a delicious financial package to satisfy your tastes.



SMALL BUSINESS CAPITAL GROUP

678.553.1480 | sba@cornerstonebankga.com | www.cornerstonebankga.com

real estate | franchise lending | business acquisition | equipment loans



FROM THE ADMINISTRATOR



Over the last two decades, small and new businesses have been responsible for creating two out of every three net new jobs in the United States, and the country's 28 million small firms today employ 60 million Americans — that's

fully half of the private sector workforce.

At the SBA, and across the administration, we are focused on making sure that entrepreneurs and small business owners have the tools, resources and relationships you need to do what you do best: grow and create jobs.

Over the past three years, the SBA has streamlined and simplified its programs to better serve the small business community. These program enhancements are focused on providing more access and opportunity for capital, counseling and contracting for small businesses like yours all across the country.

One example is our newly re-engineered CAPLines program, which is designed to help small businesses meet their short-

term and cyclical working-capital needs. To strengthen the program, we talked to lenders and small business owners about how to make CAPLines more efficient and effective. As a result, we streamlined the paperwork and allowed banks to use more of their own processes, and we are now seeing loan volumes up more than 220 percent.

I hope this guide helps you take advantage of some of the tools we offer at the SBA. If you want additional information about any of our programs or initiatives, we have a wide range of online tools, including SBA.gov, which provides access to SBA Direct, a tool that connects you to SBA resources in your local area. You can also join the SBA online community and connect with other small business owners.

Warm regards,

A handwritten signature in black ink that reads "Karen G. Mills". The signature is written in a cursive, flowing style.

Karen G. Mills
Administrator
U.S. Small Business Administration

About the SBA

www.sba.gov

Your Small Business Resource

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

Resources and programs targeting small businesses provide an advantage necessary to help small businesses compete effectively in the marketplace and strengthen the overall U.S. economy.

SBA offers help in the following areas:

- *Counseling*
- *Capital*

- *Contracting*
- *Disaster Assistance*
- *Advocacy and the Ombudsman*

Visit SBA online at www.sba.gov for 24/7 access to small business news, information and training for entrepreneurs.

All SBA programs and services are provided on a nondiscriminatory basis.

FROM THE REGIONAL ADMINISTRATOR



As Regional Administrator for Region IV of the U.S. Small Business Administration, my role is to be the eyes and ears for small businesses in the Southeast. I travel the region widely and

visit with many entrepreneurial success stories and I also learn the challenges that many business owners face. We work together as a team at SBA to assist aspiring and existing small business owners every day to reach their goals; whether it is to start a new small business or grow an existing business.

Small business is dear to my heart as I come from a family of entrepreneurs. At times, it wasn't easy; but I remember them telling me that it was always rewarding. I continue to be impressed with the resiliency of small business owners who go to work day in and day out, overcoming challenges and making ends meet.

Small businesses are the engine of our economy. Across the country, more than half of employed Americans either own or work for a small business.

At last count, the state of Georgia had over 722 thousand small businesses/self-employed making significant contributions to the state's economy, and bringing innovative products and services to the marketplace.

I believe it is our entrepreneurs and small business owners that drive America's ability to innovate and stay competitive across the globe.

We know the obstacles that entrepreneurs face and salute your courage and creativity.

We wish you entrepreneurial success!

Cassius Butts
Regional Administrator
Region 4
U.S. Small Business Administration

GEORGIA SBA Staff Listing

www.sba.gov/ga

404-331-0100 • 404-331-0101 Fax

District Director	Ext. 212
Deputy District Director	Ext. 213
Public Information Officer	Ext. 215
Business Opportunity 8(a)	Ext. 504
Lender Relations	Ext. 603
Surety Bond Guarantees	206-553-0961
Economic Development	Ext. 411
SCORE Office	404-331-0121
Government Contracting	404-331-7587
U.S. Export Assistance	404-897-6089
SBA Disaster Assistance	800-659-2955

We Welcome Your Questions

To access this publication online go to:
www.sbaguides.com/magazine

Georgia District Office
233 Peachtree Street N.E., Suite 1900
Atlanta, GA 30303

Tel: 404-331-0100 Fax: 404-331-0101

Website: www.sba.gov/ga

Disaster Assistance

The U.S. Small Business Administration is the federal disaster bank in the wake of hurricanes, floods, earthquakes and other physical disasters. After the President or the SBA Administrator declares a disaster, homeowners, renters and businesses may apply for low-interest SBA disaster loans. The agency's Disaster Service Center can be reached at 800-659-2955. SBA has placed its disaster business loan application and related forms online at www.sba.gov/disaster. Further details on SBA disaster assistance are in this guide.



Rules For Success

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

When I arrived in Georgia in May 2002, I immediately realized that I had come to a very entrepreneurially-oriented, small business state. It seems as if every person I met, even casually, was thinking about starting a business, was starting a business or had established a business or two. Even individuals who held traditional jobs operated their own enterprises "on the side".

Statistics substantiate these casual observations. Ninety-five percent of Georgia businesses have fewer than 50 employees with 87 percent employing five or fewer individuals. The Kauffman Foundation ranks Georgia second among states for increases in entrepreneurial activity over the past decade. The Atlanta-Marietta-Sandy Springs Metropolitan Statistical Area tied for second nationally in entrepreneurial activity among metropolitan areas. In a national Kauffman/Thumbtack.com survey of small business owners ranked Georgia 6th among the states and U.S. territories in "small business friendliness".

Brought to you by the Georgia District Office of the U.S. Small Business Administration (SBA) and RENI Publishing, the Georgia Small Business Resource Guide is a valuable tool to assist you in entering and competing in our state's small business arena. Topics covered in this publication include:

- Are you right for small business ownership?
- Writing a business plan
- SBA's online tools and training
- What information and documents to take to a lender
- SBA business loan and surety bond guaranty programs
- Getting started in government contracting
- Government contracting programs and certifications
- Other SBA and non-SBA business resources and assistance
- Federal, state and local regulatory and legal compliance information

I would like to thank the advertisers in this year's guide. With their support, we are able to provide this publication to you free of charge and without the use of public funds.

Whether you are in the beginning stages of developing a business idea, just opening your doors for business, or seeking to take your business to the next level, the SBA has resources to assist you.

Sincerely,

Terri L. Denison

*District Director of
SBA's Georgia District Office*

Doing Business in Georgia

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

THE GEORGIA DISTRICT OFFICE

The Georgia District Office is responsible for the delivery of SBA programs and services to all 159 counties in Georgia. The District Director is Terri Denison. The District Office is located in Atlanta's downtown Peachtree Center Complex at 233 Peachtree Street N.E., Harris Tower, Suite 1900. Office hours are from 8:30 AM to 5:00 PM, Monday through Friday. SCORE counseling is by appointment only. For more information and to schedule a meeting with a SCORE Mentor, go to www.atlanta.score.org.

SERVICES AVAILABLE

Financial assistance is provided for new or existing small businesses through guaranteed SBA loans made by area banks and non-bank lenders. These loans range up to \$5.5 million. Five SBA microlenders in Georgia offer loans up to \$50,000. SBA also offers a Surety Bond Guaranty Program for small contractors.

Special SBA loan programs are available for businesses involved in exporting or other international trade. Please contact Sandro Murtas at 404-897-6089 or email at sandro.murtas@sba.gov.

Free counseling and information on starting, improving or expanding a small business is available through

SCORE volunteers, the 17 Small Business Development Centers, and two Women's Business Centers. These SBA Resource Partners conduct workshops throughout the District. Some require a nominal registration fee.

A Women's Business Ownership Representative helps women business owners. Charlotte Johnson is the SBA's Women's Business Representative for Georgia and conducts specialized workshops for women entrepreneurs. You can reach her at 404-331-0100 ext. 405 or e-mail: charlotte.johnson2@sba.gov.

A Veterans Affairs Officer is available to assist veterans. Contact Jorge Valentin-Stone at 404-331-0100 ext. 609 or e-mail: jorge.valentin-stone@sba.gov.

The SBA's 8(a) Business Development Program provides assistance, including federal contracting opportunities, to businesses owned by socially and economically disadvantaged individuals. For information, call 404-331-0100 ext. 501.

WEBSITES

This guide offers numerous web sites for small business assistance. One of the more extensive is www.dca.state.ga.us where you click on

"Financing" and "Publications" to bring up the 180-page Economic Development Finance Packet offered by the Georgia Department of Community Affairs. Go to www.sba.gov/women for the SBA's "My BIZ for Women" section. The Small Business Development Center site, at www.georgiasbdc.org, offers "SmallBizU," a free business training program with over 20 free online courses. A state site, at www.georgia.org/business, offers a wealth of information on starting a business in Georgia with online registration for state contracting opportunities. The Technical College System of Georgia has a web site, www.gvtac.org that offers various business courses and workforce training programs. The web site for the University System of Georgia, www.usg.edu, offers information resources for small business as well as a "Georgia OnmyLine" link to online college courses. Another state web site, www.regs4ga.org, offers small business a list of all state rules and regulations. The Georgia Secretary of State's Office has a 33-page online "First Stop Business Guide" at www.sos.georgia.gov/firststop. It is listed under "Business Resources and Information" and contains state and federal regulatory requirements for a new business along with other information for a start-up company in the state.



SUCCESS STORY

Candy Craft Creations

Laura Darnall and Lois Judy
Georgia's 2012
Small Business Person
of the Year

Laura Darnall, cofounder of Candy Craft Creations, LLC, was known to spend many hours in the kitchen making candy as a hobby. Through her knowledge of the craft and experimentation, she created Candy Clay-Dough to use as a teaching aide for preschoolers. A teacher by training and practice but an entrepreneur at heart, Laura noticed how much her students liked the taste of her dough and decided to test market the product at the Savannah Mall and then began selling it on the Internet. She sold Candy Clay-Dough and several other confectionary products under the company name Earth's Treasures.

Laura met future business partner Lois Judy on the sidelines of their daughters' soccer games. After many conversations about the business and her Candy Clay-Dough the two decided to combine their talents and form a business partnership. They formally launched Candy Craft Creations in January 2008.

The real turning point for the company came when Laura received an invitation to attend the prestigious Oklahoma State Sugar Show from preeminent sugar artist Kerry Vincent who had happened upon Candy Clay-Dough on the web. At the show, Laura was advised by Vincent to alter the recipe to make the product more flexible, pliable and workable. In other words, turn Candy Clay-Dough into fondant.

After learning everything she could about fondant, Laura reformulated the dough into the product used by chefs and bakers to create the smooth malleable icing that forms round edges. It is rolled into a uniform thickness and laid over cakes. It is also used for detail work such as making intricate flowers. After brain storming for a name, Lois christened the new product Fondarific.

A longtime client of the Georgia Small Business Development Center (SBDC) in Savannah, Laura had worked with the SBDC as she launched products under her Earth's Treasures brand. But the rapid growth of Fondarific brought Laura back once again, this time accompanied by partner Lois, for help managing critical issues such as cash flow, receivables and inventory growth, just to name a few. To further enhance their business management skills the two participated in SBDC's FastTrac® GrowthVenture™, an intensive multi-week program to help existing

businesses plan for purposeful, profitable growth and improved business performance. Even more recently the team has been working with the SBDC International Trade Division to pursue international markets.

In less than 5 years, the company which began in a 10 by 14 foot fabricated building in Laura's back yard had outgrown its second location, a 3,000 square foot facility. So with the help of an SBA 504 loan from the Small Business Assistance Corporation of Savannah and Bryan Bank in Richmond Hill, a new 10,000 square foot manufacturing and distribution center was constructed to house the custom designed processing and packaging equipment and the 15 employees who operate the plant.

Fondarific may not be a household name, yet, but its success can be measured by the thousands of retail locations that carry the fourteen flavors of fondant and other products, as well as the international shipments that routinely head for Australia, Spain, and the United Kingdom, Canada, Guatemala and Puerto Rico.

Laura Darnall and Lois Judy are proof that keen intuition and tireless energy can turn a simple idea into a nationally and internationally successful product and proof of how SBA and its partner organizations, such as the SBDC, can help companies reach their full potential.

COUNSELING

Getting Help to Start Up, Market and Manage Your Business

COUNSELING



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

Whether your target market is global or just your neighborhood, the SBA and its resource partners can help at every stage of turning your entrepreneurial dream into a thriving business.

If you're just starting out, 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, find foreign markets, and make your voice heard in the federal government.

You can access SBA information at www.sba.gov or visit one of our local offices for assistance.

SBA'S RESOURCE PARTNERS

In addition to our district offices which serve every state and territory, the SBA works with a variety of local resource partners to meet your small business needs. These professionals can help with writing a formal business plan, locating sources of financial assistance, managing and expanding your business, finding opportunities to sell your goods or services to the government, and recovering from disaster. To find your local district office or SBA resource partner, visit www.sba.gov/sba-direct.

SCORE

SCORE is a national network of over 14,000 entrepreneurs, business leaders and executives who volunteer as mentors to America's small businesses. SCORE leverages decades of experience from seasoned business professionals to help small businesses start, grow companies and create jobs in local communities. SCORE does this by harnessing the passion and knowledge of individuals who have owned and managed their own businesses and want to share this "real world" expertise with you.

Found in more than 370 offices and 800 locations throughout the country, SCORE provides key services – both face-to-face and online – to busy entrepreneurs who are just getting started or in need of a seasoned business professional as a sounding board for their existing business. As members of your community, SCORE mentors understand local business licensing rules, economic conditions and important networks. SCORE can help you as they have done for more than 9 million clients by:

- Matching your specific needs with a business mentor

- Traveling to your place of business for an on-site evaluation
- Teaming with several SCORE mentors to provide you with tailored assistance in a number of business areas

Across the country, SCORE offers nearly 7,000 local business training workshops and seminars ranging in topic and scope depending on the needs of the local business community such as offering an introduction to the fundamentals of a business plan, managing cash flow and marketing your business. For established businesses, SCORE offers more in-depth training in areas like customer service, hiring practices and home-based businesses.

For around-the-clock business advice and information on the latest trends go to the SCORE website (www.score.org). More than 1,500 online mentors with over 800 business skill sets answer your questions about starting and running a business. In fiscal year 2011, SCORE mentors served 400,000 entrepreneurs.

For information on SCORE and to get your own business mentor, visit www.sba.gov/score, go to www.SCORE.org or call 1-800-624-0245 for the SCORE office nearest you.

Atlanta SCORE Chapter

233 Peachtree St. N.E.
Harris Tower, Ste. 1900
Atlanta, GA 30303
www.atlanta.score.org

The Atlanta Chapter no longer accepts phone calls or e-mail messages. To set up counseling sessions go to www.atlanta.score.org to schedule a mentoring appointment.

Albany SCORE Branch

225 W. Broad Ave.
Albany, GA 31701
229-434-8700
jcollins@albanyga.com

Augusta SCORE Chapter

3140 Augusta Tech Dr.
Augusta, GA 30906
706-793-9998
Score48@hotmail.com

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.
- Earnings and growth potential are unlimited.
- Running a business will provide endless variety, challenge and opportunities to learn.

Carrollton SCORE Branch

Burson Center Bldg.
500 Old Bremen Rd., Ste. 100
Carrollton, GA 30117
678-890-2333

Cobb/Marietta SCORE Branch

Cobb Chamber of Commerce
240 Interstate N. Pkwy. N.W.
Marietta, GA 30339
770-859-2321
office@scoreatlanta.org

Columbus SCORE Chapter

Wachovia Bank Bldg.
101 13th St.
Columbus, GA 31901
706-596-8331
score671@bellsouth.net
www.scorecolumbusga.org

Fayetteville SCORE Branch

Fayette County Chamber of Commerce
200 Courthouse Sq.
Fayetteville, GA 30214
770-461-9983

Fannin County Branch

Fannin County Chamber of Commerce
152 Orvin Lance Dr.
Blue Ridge, GA 30513
770-331-8870

Forsyth County SCORE Branch

West Maple Office Park
514 W. Maple St., #100
Cumming, GA 30040
404-405-5219

Gwinnett County Branch

Village Community Alliance
5855 Jimmy Carter Blvd., Ste. #122
Norcross, GA 30071
770-614-7644 ext. 145
office@scoreatlanta.org

Henry/McDonough SCORE Branch

Henry County Chamber of Commerce
1709 Hwy. 20 W.
McDonough, GA 30253
770-954-0021

Macon SCORE Branch

Greater Macon Chamber of Commerce
305 Coliseum Dr.
Macon, GA 31202
478-621-2000

Newnan SCORE Branch

Coweta/Newnan Chamber of Commerce
23 Bullsboro Dr.
Newnan, GA 30263
770-253-2270 ext. 31

North Fulton SCORE Branch

North Atlanta Bank
10500 Old Alabama Connector
Alpharetta, GA 30022-8273
678-277-8437
office@scoreatlanta.org

Rockdale/Conyers Branch

Rockdale Conyers Chamber
1186 Scott St.
Conyers, GA 30012
770-483-7049

Savannah SCORE Chapter

111 E. Liberty St., Ste. 103
Savannah, GA 31401
912-652-4335
info@scoresav.org
www.SCORESav.org

St. Marys Branch

400 Osborne St.
St. Marys, GA 31558
912-882-8111

Spalding County SCORE Branch

First National Bank Bldg.
318 South Hill St.
Griffin, GA 30224
770-227-2251

Warner Robins SCORE Branch

Warner Robins Area Chamber
1228 Watson Blvd.
Warner Robins, GA 31093
478-922-8585

National SCORE Office

409 3rd St. S.W., 6th Fl.
Washington, DC 20024
800-634-0245
www.score.org

SMALL BUSINESS DEVELOPMENT CENTERS

The U.S. Small Business Administration's Small Business Development Center (SBDC) program's mission is to build, sustain, and promote small business development and enhance local economies by creating businesses and jobs. This is accomplished by the provision and ensuing oversight of grants to colleges, universities and state governments so that they may provide business advice and training to existing and potential small businesses.

The Small Business Development Center program, vital to the SBA's entrepreneurial outreach, has been providing service to small businesses for more than 30 years. It is one of the largest professional small business management and technical assistance networks in the nation. With more than 900 locations across the country, SBDCs offer free one-on-one expert business advice and low-cost training by qualified small business professionals to existing and future entrepreneurs.

In addition to its core services, the SBDC program offers special focus areas such as green business technology, disaster recovery and preparedness,

international trade assistance, veteran's assistance, technology transfer and regulatory compliance.

The program combines a unique mix of federal, state and private sector resources to provide, in every state and territory, the foundation for the economic growth of small businesses. The return on investment is demonstrated by the program's success during 2011:

- Assisted more than 13,660 entrepreneurs to start new businesses – equating to 37 new business starts per day.
- Provided counseling services to more than 106,000 emerging entrepreneurs and nearly 100,000 existing businesses.
- Provided training services to approximately 353,000 clients.

The efficacy of the SBDC program has been validated by a nationwide impact study. Of the clients surveyed, more than 80 percent reported that the business assistance they received from the SBDC counselor was worthwhile. Similarly, more than 50 percent reported that SBDC guidance was beneficial in making the decision to start a business. More than 40 percent of long-term clients, those receiving 5 hours or more of counseling, reported an increase in sales and 38 percent reported an increase in profit margins.

For information on the SBDC program, visit www.sba.gov/sbdc.

State Office

Allan Adams, State Director
The University of Georgia - SBDC
Chicopee Complex
1180 E. Broad St.
Athens, GA 30602-5412
706-542-6762 • 706-542-7935 Fax
aadams@georgiasbdc.org

Albany Office

Debra Finney, Area Director
The University of Georgia - SBDC
125 Pine Ave., Ste. 142
Albany, GA 31701
229-420-1144 • 229-430-3933 Fax
dfinney@georgiasbdc.org

Athens Office

Carol McDonell, Area Director
The University of Georgia - SBDC
Chicopee Complex
1180 E. Broad St.
Athens, GA 30602-5412
706-542-7436 • 706-542-6803 Fax
cmcdonell@georgiasbdc.org

Atlanta Office

Vacant, Area Director
Georgia State University - SBDC
10 Park Pl., Ste. 450
Atlanta, GA 30303
404-413-7830 • 404-413-7832 Fax
bmeineke@georgiasbdc.org

Augusta Office

Susan Caldwell, Area Director
The University of Georgia - SBDC
1450 Greene St., Ste. 3500
Augusta, GA 30901
706-721-4545 • 706-731-7937 Fax
scaldwell@georgiasbdc.org

Brunswick Office

David Lewis, Area Director
The University of Georgia - SBDC
501 Gloucester St., Ste. 200
Brunswick, GA 31520-7014
912-264-7343 • 912-262-3095 Fax
dlewis@georgiasbdc.org

Carrollton Office

Todd Anduze, Area Director
University of West Georgia - SBDC
105 Adamson Hall
Carrollton, GA 30118-4130
678-839-5082 • 678-839-5083 Fax
drobinson@georgiasbdc.org

Columbus Office

Mark Lupo, Area Director
The University of Georgia - SBDC
Cunningham Conference Center
3100 Gentian Blvd., Ste. 119
Columbus, GA 31907
706-569-2651 • 706-569-2657 Fax
lauten@georgiasbdc.org

Dekalb Office

Sharon Macaluso, Area Director
The University of Georgia - SBDC
2296 Henderson Mill Rd., Ste. 404B
Atlanta, GA 30345
770-414-3110 • 770-414-3109 Fax
smacaluso@georgiasbdc.org

Gainesville Office

Ron Simmons, Area Director
The University of Georgia
Small Business Development Center
The Featherbone Center, 999A Chestnut St.
Gainesville, GA 30501
770-531-5681 • 770-531-5684 Fax
rsimmons@georgiasbdc.org

Gwinnett Office

Robert Andoh, Area Director
The University of Georgia - SBDC
2530 Sever Rd., Ste. 202
Lawrenceville, GA 30043
678-985-6820 • 678-985-6819 Fax
randoh@georgiasbdc.org

Kennesaw Office

Drew Tonsmeire, Area Director
Kennesaw State University - SBDC
KSU Center, Ste. 500
3333 Busbee Dr.
Kennesaw, GA 30144
770-423-6450 • 770-423-6564 Fax
dtonsmeire@georgiasbdc.org

Macon Office

Josh Walton, Area Director
The University of Georgia - SBDC
4875 Riverside Dr., Ste. 202
Macon, GA 31210
478-757-3609 • 478-471-0637 Fax

Morrow Office

Alisa Kirk, Clayton State University - SBDC
2000 Clayton State Blvd.
Morrow, GA 30260-0285
678-466-5100 • 678-466-5109 Fax

Rome/Dalton

Vacant, Area Director
The University of Georgia - SBDC
901 N. Broad St., Ste. 320
Rome, GA 30161
706-622-2006 • 706-622-2783 Fax

Savannah Office

Kyle Hensel, Area Director
The University of Georgia - SBDC
111 E. Liberty St., Ste. 200
Savannah, GA 31401-4410
912-651-3200 • 912-651-3209 Fax
lvos@georgiasbdc.org

Statesboro Office

Jason Anderson
Georgia Southern University - SBDC
1100 Brampton Ave., Ste. C
Statesboro, GA 30458
912-478-7232 • 912-478-0648 Fax
janderson@georgiasbdc.org

Valdosta Office

Ruby Riesinger, Area Director
Valdosta State University - SBDC
Harley Langdale Jr. College
of Business Administration
Thaxton Hall, Rm. 100
232 Pendleton Dr.
Valdosta, GA 31698
229-245-3738 • 229-245-3741 Fax
rriesinger@georgiasbdc.org

WOMEN'S BUSINESS CENTERS

The SBA's Women Business Center (WBC) program is a network of 110 community-based centers that provide business training, coaching, mentoring and other assistance geared toward women, particularly those who are socially and economically disadvantaged. WBCs are located in nearly every state and U.S. territory and are partially funded through a cooperative agreement with the SBA.

To meet the needs of women entrepreneurs, WBCs offer services at convenient times and locations, including evenings and weekends. WBCs are located within non-profit host organizations that offer a wide variety of services in addition to the services provided by the WBC. Many of the WBCs also offer training and counseling and provide materials in different languages in order to meet the diverse needs of the communities they serve.

WBCs often deliver their services through long-term training or group counseling, both of which have shown to be effective. WBC training courses are often free or are offered at a small fee. Some centers will also offer scholarships based on the client's needs.

While most WBCs are physically located in one designated location, a number of WBCs also provide courses and counseling via the Internet, mobile classrooms and satellite locations. WBCs have a track record of success. In fiscal year 2011, the WBC program counseled and trained nearly 139,000 clients, creating local economic growth and vitality. In addition, WBCs helped entrepreneurs access more than \$134 million dollars in capital, representing a 400 percent increase from the previous year. Of the WBC clients that have received 3 or more hours of counseling, 15 percent indicated that the services led to hiring new staff, 34 percent indicated that the services led to an increased profit margin, and 47 percent indicated that the services led to an increase in sales.

In addition, the WBC program has taken a lead in preparing women business owners to apply for the Women-Owned Small Business (WOSB) Federal Contract program that authorizes contracting officers to set aside certain federal contracts for eligible women-owned small businesses or economically disadvantaged women-owned small businesses. For more information on the program, visit www.sba.gov/wosb.

To find the nearest SBA WBC, visit www.sba.gov/women.

The Edge Connection Women's Business Center

3333 Busbee Dr., Ste. 415
Kennesaw, GA 30144
Patricia Harris, Executive Director
Rachel Davis, Program Manager
770-499-3228 • 770-499-3636 Fax
www.theedgeconnection.com

The Edge Connection is a non-profit organization that offers classroom training and counseling for entrepreneurs including a 10-week "Plan for Profit" course for developing a business plan. Other training topics are also offered to help entrepreneurs start, grow and expand their business.

Women's Economic Development Agency (WEDA)

1389 Peachtree St., Ste. 102
Atlanta, GA 30309
Wendi Dillard, Executive Director
Carolina Ramon, Program Director
678-904-2201 • 678-904-2205 Fax
www.weda-atlanta.org

WEDA is a non-profit organization that offers classroom training, technical assistance, mentoring and access to pertinent resources. WEDA's Women's Business Center has a 9-week workshop that helps entrepreneurs start and manage a successful small business. Other workshops, both in English and Spanish cover such subjects as nonprofits, taxes and patents/trademarks.

Bright Bridge Women's Business Center

535 Chestnut St., Ste. 161
 Chattanooga, TN 37402
 Mary Sedrickl, Program Director
 423-648-9251 • 423-424-4262 Fax
www.brightbridgewbc.org
 BrightBridge provides services to women entrepreneurs in rural areas located throughout the Tennessee River Valley region including 10 counties in northern Georgia. The center provides individual counseling and group training as well as access to SBA programs such as small business lending. Internet access is also available to center clients.

EMERGING LEADERS (e200) INITIATIVE

The SBA's Emerging Leaders (e200) Initiative is currently hosted in 27 markets across the country using a nationally demonstrated research-based curriculum that supports the growth and development of small to medium-sized firms that have substantial potential for expansion and community impact. A competitive selection process results in company executives participating in high-level training and peer-networking sessions led by professional instructors.

Post-training, social and economic impact results from responding executives who participated in the 2008 – 2010 training classes indicate:

- More than half of participating businesses reported an increase in revenue, with average revenue of \$1,879,266.
- Participating businesses averaged \$2 million in revenue, with new cumulative financing of \$7.2 million secured in 2010.
- Nearly half of the participants secured federal, state, local and tribal contracts worth a cumulative total of \$287 million.
- Approximately half of the participants have hired new workers, creating 275 new jobs in 2010.
- All participants were trained on becoming SBA 8(a) certified firms; nearly 25 percent of respondents are currently certified as SBA 8(a) firms, while other participants reported a focused intention on applying to the 8(a) program.
- Nearly 50 percent of participating respondents were female executives and 70 percent were minority business executives.
- 85 percent of responding executives were Satisfied or Very Satisfied with the overall training series and results.

To find out more about this executive-level training opportunity, please visit www.sba.gov/e200 for host cities, training schedules, and selection criteria.

SBA'S ONLINE TOOLS AND TRAINING

SBA's Small Business Training Network is a virtual campus complete with free online courses, workshops, podcasts, learning tools and business-readiness assessments.

Key Features of the Small Business Training Network:

- Training is available anytime and anywhere — all you need is a computer with Internet access.
- More than 30 free online courses and workshops available.
- Templates and samples to get your business planning underway.
- Online, interactive assessment tools are featured and used to direct clients to appropriate training.

Course topics include a financial primer keyed around SBA's loan-guarantee programs, a course on exporting, and courses for veterans and women seeking federal contracting opportunities, as well as an online library of podcasts, business publications, templates and articles.

Visit www.sba.gov/training for these free resources.

Georgia Tech Procurement Assistance Center

To help small firms supplying goods and services to the federal government, the Defense Logistics Agency contracts with "procurement assistance centers" to assist these firms in doing business with federal, state and local governments. The Georgia Tech Procurement Assistance Center (GTPAC) is one such center which covers the state of Georgia.

The major purpose of GTPAC is to promote economic and business development in Georgia and provide assistance to small business in the government procurement market. The center helps firms locate bidding opportunities through an electronic matching process with federal, state and local government buying activities that purchase certain goods and services. Although assistance is given upon request to any firm, the majority of clients are small businesses of all types.

Services include: locating bidding opportunities, solicitation analysis, bid/proposal preparation, federal specs and standards, cost accounting/quality systems, electronic commerce, pre-award surveys and post-award actions. All GTPAC services, including electronic bid matching, are offered at no charge.

GTPAC counselors are located around the state to provide one-on-one counseling on any procurement issue. The counselors and offices listed are open from 8-5 p.m. Monday through Friday:

Atlanta Office

Jone Debnam 404-385-3389
jone.debnam@innovate.gatech.edu
 Tom Larkin 404-385-3376
thomas.larkin@innovate.gatech.edu
 Chuck Schadl 404-894-0932
chuck.schadl@innovate.gatech.edu

Athens Office

Steven Bettner 706-552-4453
steven.bettner@innovate.gatech.edu

Augusta Office

Nancy Cleveland 796-721-4529
nancy.cleveland@innovate.gatech.edu

Columbus Office

Roy Leggett 706-569-2688
roy.leggett@innovate.gatech.edu

Carrollton Office

Jerry Shadinger 670-890-2342
jerry.shadinger@innovate.gatech.edu

Gainesville Office

Joe Beaulieu 404-894-0266
joe.beaulieu@innovate.gatech.edu

Rome Office

Jerry Shadinger 678-890-2342
jerry.shadinger@innovate.gatech.edu

Savannah Office

Larry Blige 912-963-2524
larry.blige@innovate.gatech.edu

Warner Robins Office

Aileen Zoellner 478-953-1460
aileen.zoellner@innovate.gatech.edu

Albany Office

Bridgett Bennett 229-430-4189
bbennett.gatech@gmail.com

The GTPAC counselors also conduct no-cost seminars at various locations around the state. The seminars, locations, and other general information may be viewed at the GTPAC website www.gtpac.org. Attendees may register and get directions at this site.

REACHING UNDERSERVED COMMUNITIES

The SBA also offers a number of programs specifically designed to meet the needs of the underserved communities.

WOMEN BUSINESS OWNERS

Women entrepreneurs are changing the face of America's economy. In the 1970s, women owned less than five percent of the nation's businesses.

Today, they are majority owners of about a third of the nation's small businesses and are at least equal owners of about half of all small businesses. SBA serves women entrepreneurs nationwide through its various programs and services, some of which are designed especially for women.

The SBA's Office of Women's Business Ownership (OWBO) serves as an advocate for women-owned businesses. The office oversees a nationwide network of 110 women's business centers that provide business training, counseling and mentoring geared specifically to women, especially those who are socially and economically disadvantaged. The program is a public-private partnership with locally-based nonprofits.

Women's Business Centers serve a wide variety of geographic areas, population densities, and economic environments, including urban, suburban, and rural. Local economies vary from depressed to thriving, and range from metropolitan areas to entire states. Each Women's Business Center tailors its services to the needs of its individual community, but all offer a variety of innovative programs, often including courses in different languages. They provide training in finance, management, and marketing, as well as access to all of the SBA's financial and procurement assistance programs.

VETERAN BUSINESS OWNERS

The Office of Veterans Business Development (OVBD), established with Public Law 106-50, has taken strides in expanding assistance to veteran, service-disabled veteran small business owners and reservists by ensuring they have access to SBA's full-range of business/technical assistance programs and services, and they receive special consideration for SBA's entrepreneurial program and resources.

The SBA's Veterans office provides funding and collaborative assistance for a number of special initiatives targeting local veterans, service-disabled veterans, and Reserve Component members. These initiatives include Veterans Business Outreach Centers (VBOCs), the business assistance tools –Balancing Business and Deployment, and Getting Veterans Back to Business, which includes interactive CD ROMs for reservists to help prepare for mobilization and/or reestablishment of businesses upon return from active duty.

The agency offers special assistance for small businesses owned by activated Reserve and National Guard members. 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. In addition, 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 (MREIDL) provides loans up to \$2 million to eligible small businesses to cover operating costs that cannot be met due to the loss of an essential employee

called to active duty in the Reserves or National Guard.

Each of the SBA's 68 District Offices also has a designated veteran's business development officer. These local points-of-contact assist veteran small business owners/entrepreneurs with starting, managing and growing successful small firms. Yearly, OVBD reaches thousands of veterans, Reserve component members, transitioning service members and others who are – or who want to become – entrepreneurs and small business owners. In fiscal year 2011, the number of veterans assisted through OVBD programs exceeded 135,000.

VETERANS BUSINESS OUTREACH CENTERS

The Veterans Business Outreach Program (VBOP) provides entrepreneurial development services to eligible veterans owning or considering starting a small business. The SBA has 15 Veterans Business Outreach Centers (VBOCs) that deliver a full-range of business assistance to veteran entrepreneurs and self-employed members of the Reserve and National Guard. Assistance to these entrepreneurs and small business



REACHING UNDERSERVED COMMUNITIES

owners includes 1) pre-business plan workshops, 2) concept assessment, 3) business plan preparations, 4) comprehensive feasibility analysis, 5) entrepreneurship training and 6) mentorship.

VBOCs aid clients in assessing their entrepreneurial needs and requirements, in developing and maintaining five-year business plans, and in evaluating and identifying the strengths and weaknesses in their business plans to increase the probability of success while simultaneously using the analysis to revise the strategic planning section of their business plans. Working with other SBA resource partners, VBOCs target entrepreneurial training projects and counseling sessions tailored specifically to address the needs and concerns of service-disabled veteran entrepreneurs.

Among SBA's unique services for veterans are: the Entrepreneurship Bootcamp for Veterans with Disabilities in partnership with eight top U.S. universities (www.whitman.syr.edu/ebv), WWISE, a program for training female veterans with an interest in and passion for entrepreneurship (www.syr.edu/wwise), and Operation Endure and Grow, a program for Reservists and their family members (www.whitman.syr.edu/endureandgrow).

For more information about small business lending programs for veteran business owners and Reserve or Guard members who are activated, including Patriot Express, microloans, and Advantage loans, see the section on Access to Capital. To learn more about the Veterans Business Outreach program or find the nearest SBA VBOC, visit www.sba.gov/vets.

NATIONAL BOOTS TO BUSINESS INITIATIVE

The aptly named Operation Boots to Business program builds on SBA's role as a national leader in entrepreneurship training. It was piloted at four to five sites commencing in October 2012, and will be rolled out across the nation during fiscal year 2013. The SBA will leverage its ongoing collaboration with Syracuse University's Institute for Veterans and Military Families (IVMF) to provide comprehensive training materials specifically geared toward

transitioning service members. SBA's expert Resource Partner network, including Women's Business Centers, SCORE chapters, Small Business Development Centers and Veterans' Business Outreach Centers, are already providing targeted, actionable, real-world entrepreneurship training to more than 100,000 veterans every year, many of whom are service members transitioning out of the military. Through the Boots to Business initiative, SBA Resource Partners will build on these efforts by deploying this expertise at military bases around the country to collaboratively deliver face-to-face introductory entrepreneurship training as a network. Syracuse and its affiliated university partners will then deliver intensive, 8-week online business planning training to those service members who choose such training after the face-to-face introductory course. Of course, counselors and mentors from SBA's Resource Partner network will be there to work with service members throughout the eight-week online course, and thereafter as these service members start their businesses.

The national program, when it is rolled out in fiscal year 2013, will be a robust, four-phase training program. The pilot is a more streamlined three-phase training program.

The national rollout of Operation Boots to Business: from Service to Startup aims to provide exposure to entrepreneurship to the 250,000 service members who transition every year.

CENTER FOR FAITH-BASED AND NEIGHBORHOOD PARTNERSHIPS

Faith-Based and Neighborhood Partnerships know their communities, and they have earned the community's trust. Because of their credibility, they are uniquely positioned to build awareness of programs that encourage entrepreneurship, economic growth and job creation.

The SBA is committed to reaching out to faith-based and community organizations that are eligible to participate in the agency's programs by informing their congregants, members and neighbors about the SBA's programs. In particular, many faith-based and community non-profit organizations can provide a local financing option for entrepreneurs

by becoming SBA Microloan Intermediaries. An SBA Microloan Intermediary often acts as a bank for entrepreneurs and small businesses that might otherwise be unable to find access to capital.

NATIVE AMERICAN BUSINESS DEVELOPMENT

The SBA Office of Native American Affairs (ONAA) ensures American Indians, Alaska Natives and Native Hawaiians seeking to create, develop and expand small businesses have full access to the necessary business development and expansion tools available through the agency's entrepreneurial development, lending, and contracting programs. The office provides a network of training (including the online tool "Small Business Primer: Strategies for Growth") and counseling services and engages in numerous outreach activities, such as tribal consultations, development and distribution of educational materials, attendance and participation in economic development events and assisting these small businesses with SBA programs.

Visit www.sba.gov/naa for more information.



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.

IS ENTREPRENEURSHIP FOR YOU?

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, employees, 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.

Once you’ve answered these questions, you should consider what type of business you want to start. Businesses can include franchises, at-home businesses, online businesses, brick-and-mortar stores or any combination of those.

FRANCHISING

There are more than 3,000 business franchises. 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: historical profitability, effective financial management and other controls, a good image, integrity and commitment, and a successful industry.

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.

If you are concerned about starting an independent business venture, then franchising may be an option for you. Remember that hard work, dedication and sacrifice are key elements in the success of any business venture, including a franchise.

Visit www.sba.gov/franchise for more information.

HOME-BASED BUSINESSES

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.

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.

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

Ask yourself these questions:

- Can I switch from home responsibilities to business work easily?
- Do I have the self-discipline to maintain schedules while at home?
- Can I deal with the isolation of working 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 local and state departments of labor and health 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. A separate business telephone and bank account are good business practices.

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.

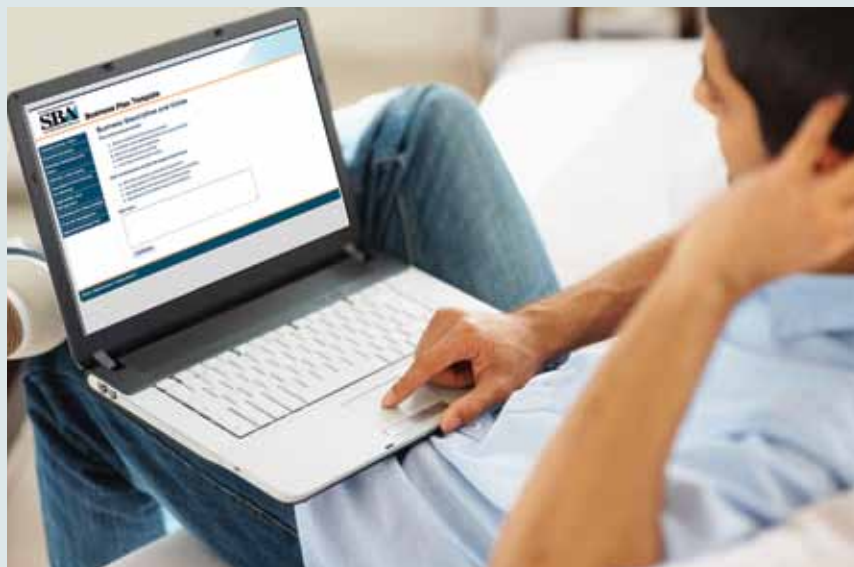
After you've thought about what type of business you want, the next step is to develop a business plan. Think of the business plan as a roadmap with milestones for the business. It begins as a pre-assessment tool to determine profitability and market share, and then expands as an in-business assessment tool to determine success, obtain financing and determine repayment ability, among other factors.

Creating a comprehensive business plan can be a long process, and you need good advice. The SBA and its resource partners, including Small Business Development Centers, Women's Business Centers, Veterans Business Outreach Centers, and SCORE, have the expertise to help you craft a winning business plan. The SBA also offers online templates to get you started.

In general, 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

- 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 potential problems.

Operations

- Explain how the business will be managed day-to-day.
- Discuss hiring and 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 or business associate and professional business counselor like SCORE, WBC or SBDC representatives, SBA district office economic development specialists or veterans' business development specialists.

Remember, the business plan is a flexible document that should change as your business grows.



CAPITAL

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.

This section of the Small Business Resource guide discusses SBA's primary business loan and equity financing programs. These are: the 7(a) Loan Program, the Certified Development Company or 504 Loan Program, the Microloan Program and the Small Business Investment Company Program. The distinguishing features for these programs are the total dollar amounts 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 individual business owners to start or grow a business.

SBA BUSINESS LOANS

If you are contemplating a business loan, familiarize yourself with the SBA's business loan programs to see if they may be a viable option. Keep in mind the dollar amount you seek to borrow and how you want to use the loan proceeds. The three principal

players in most of these programs are the applicant small business, the lender and the SBA. The agency guarantees a portion of the loan (except for microloans). 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 associated costs, 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 and SBA's requirements. The SBA will look to the lender to do much, if not all, of the analysis before it provides its guaranty on the lender's loan. In the case of microlenders, SBA loans these intermediaries funds at favorable rates to re-lend to businesses with financing needs up to \$50,000. The SBA's business loan programs provide a key source of financing for viable small businesses that have real potential but cannot qualify for long-term, stable financing.

7(a) LOAN PROGRAM

The 7(a) Loan program is the SBA's primary business loan program. It is the agency's most frequently used

non-disaster financial assistance program because of its flexibility in loan structure, variety of loan proceeds uses and availability. The 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 approved lenders. The loans are funded by these organizations, and they make the decisions to approve or not approve the applicants' requests.

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

To qualify for an SBA loan, 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 applicant must be eligible and creditworthy and the loan structured under conditions acceptable to the 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 on each loan. The percentage the SBA guarantees depends on either the dollar amount or the program the lender uses to obtain its guaranty. For loans of \$150,000 or less the SBA may 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 7(a) loan amount is \$5 million. (Loans made under the SBA Express program, which is discussed later in this section, have a 50 percent guaranty.)

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 an explanation of the assumptions used to develop these projections
- 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 the initial review. The lender will generally review the credit merits of the request before deciding 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. The applicant should be prepared to complete some additional documents before the lender sends the request for guaranty to the SBA. Applicants who feel they need more help with the process should contact their local SBA district office or one of the SBA's resource partners for assistance.

There are several ways a lender can apply for a 7(a) guaranty from the SBA. The main differences between these methods are related to the documentation the lender provides, the amount of review the SBA conducts, the amount of the loan and the lender responsibilities in case the loan defaults and the business' assets must be liquidated. The methods are:

- Standard 7(a) Guaranty
- Certified Lender Program
- Preferred Lender Program
- Rural Lender Advantage
- SBA *Express*
- Patriot Express
- Export Express
- Small Loan Advantage
- Community Advantage

For the Standard, Certified and Preferred methods, the applicant

fills out SBA Form 4, and the lender completes SBA Form 4-1. When requests for guarantees are processed using Express or Advantage methods, the applicant uses more of the regular forms of the lender and just has a few federal forms to complete. When the SBA receives a request that is processed through Standard or Certified Lender Program procedures, it either reanalyzes or reviews the lender's eligibility and credit analysis before deciding to approve or reject. For requests processed through the Preferred Lender Program or Express programs, the lender is delegated the authority to make the credit decision without the SBA's concurrences, which helps expedite the processing time.

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 might 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; and
- Sufficient collateral to secure the loan or all available collateral if the loan cannot be fully secured.

Interest Rates and Fees

The actual interest rate for a 7(a) loan guaranteed by the SBA is negotiated between the applicant and lender and subject to the SBA maximums. Both fixed and variable interest rate structures are available. The maximum rate comprises two parts, a base rate and an allowable spread. There are three acceptable base rates (Wall Street Journal Prime*, London Interbank One Month Prime plus 3 percent, and an SBA Peg Rate). Lenders are allowed to add an additional spread to the base rate to arrive at the final rate. For loans with maturities of less than seven years, the maximum spread will be no more than 2.25 percent. For loans with maturities of seven years or more, the maximum spread will be 2.75 percent. The spread on loans under \$50,000 and loans processed through Express procedures may be higher.

Loans guaranteed by the SBA are assessed a guaranty fee. This fee is based on the loan's maturity and the dollar amount guaranteed, not the total loan amount. The guaranty fee is initially paid by the lender and then passed on to the borrower at closing. The funds to reimburse the lender can be included in the loan proceeds.

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 normal 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 more than \$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 base rate in effect on the first business day of the month the loan application is received by the SBA.*

7(a) Loan Maturities

The SBA's 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 seven 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 7(a) 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 eligible) to allow the business time to generate income before it starts making full loan payments. Balloon payments or call provisions are not 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 7(a) loan to be fully secured, but the SBA will not decline a request to guaranty a loan if the only unfavorable factor is insufficient collateral, provided all available collateral is offered. 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. 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 the SBA. The basic size standards are outlined below. A more in-depth listing of standards can be found at www.sba.gov/size.

SBA Size Standards have the following general ranges:

- Manufacturing — from 500 to 1,500 employees
- Wholesale Trades — Up to 100 employees
- Services — \$2 million to \$35.5 million in average annual receipts
- Retail Trades — \$7 million to \$35.5 million in average annual receipts
- Construction — \$7 million to \$33.5 million in average annual receipts

- Agriculture, Forestry, Fishing, and Hunting — \$750,000 to \$17.5 million in average annual receipts

There is an alternate size standard for businesses that do not qualify under their industry size standards for SBA funding – tangible net worth (\$15 million or less) and average net income (\$5 million or less for two years). This new alternate makes more businesses eligible for SBA loans and applies to SBA non-disaster loan programs, namely its 7(a) Business Loans and Development Company programs.

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, businesses involved in gambling and any illegal activity.

The SBA also cannot make loan guaranties to 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 use of proceeds. 7(a) proceeds can be used to: purchase machinery; equipment; fixtures; supplies; make 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;
- Acquire machinery, equipment, furniture, fixtures and leasehold improvements;
- Finance receivables and augment working capital;
- Finance seasonal lines of credit;
- Acquire businesses;
- Start businesses;
- Construct commercial buildings; and
- Refinance existing debt under certain conditions.

SBA 7(a) loan proceeds cannot be used for the purpose of making investments. SBA proceeds cannot be used to

provide funds to any of the owners of the business except for ordinary compensation for actual services provided.

Miscellaneous Factors

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

Generally, SBA loans must meet the following criteria:

- 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.

For more information, go to www.sba.gov/apply.

SPECIAL PURPOSE 7(a) LOAN PROGRAMS

The 7(a) program is the most flexible of the SBA’s lending programs. The agency has created several variations to the basic 7(a) program to address the particular financing needs of certain small businesses. These special purpose programs are not necessarily for all businesses but may be very useful 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.

SBAExpress

The SBAExpress guaranty is available to lenders as a way to obtain a guaranty on smaller loans up to \$350,000. The program authorizes select, experienced lenders to use mostly their own forms, analysis and procedures to process, service and disburse SBA-guaranteed loans. The SBA guarantees up to 50 percent of an SBAExpress loan. Loans under \$25,000 do not require collateral. The use of loan proceeds is the same as for any basic 7(a) loan. 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.

SBAExpress Lenders

Ameris Bank

1201 W. Peachtree St. N.W., Ste. 3150
Atlanta, GA 30309
Contact: Laurence Leopold
404-888-1926 • 404-653-1101 Fax

Bank of America

Contact: Small Business Financial Solutions
888-931-5626

BBCN (f/k/a Center Bank)

3575 Koger Blvd., Ste. 380
Duluth, GA 30096
Contact: Chris Kong
678-380-0744 • 678-380-0775 Fax

BBVA Compass

17218 Preston Rd.
Dallas, TX 75252
Contact: Helma R. Gentry
972-735-3540 • 972-735-3598 Fax

Borrego Springs Bank

14101 Panama City Beach Pkwy., Ste. 300
Panama City Beach, FL 32413
Contact: Fred Crispen
866-644-0042 • 866-717-7718 Fax

Branch Banking & Trust Company

5901-C Peachtree Dunwoody Rd., Ste. 420
Atlanta, GA 30328
Contact: Laura Fraser
843-837-2515 • 770-551-8781 Fax

Brookhaven Bank

2987 Clairmont Rd., Ste. 150
Atlanta, GA 30329
Contact: Toni Hughes
404-235-5529 • 404-633-2115 Fax

CBC National Bank

3010 Royal Blvd. S., Ste. 230
Alpharetta, GA 30022
Contact: Claudia Wilson
770-475-2400 • 404-795-9051 Fax

Century Bank of Georgia

215 E. Main St.
Cartersville, GA 30120
Contact: Saunders Jones, III
678-721-2036 • 770-387-9161 Fax

Colony Bank

115 S. Grant St.
Fitzgerald, GA 31750
Contact: Andy Johnson
229-426-6239 • 229-426-6074 Fax

East West Bank

3490 Shallowford Rd., Ste. 200
Atlanta, GA 30341
Contact: Doug Krentz
770-454-0428 • 770-457-5531 Fax

Fidelity Bank

1122 Pace St., 1st Fl.
Covington, GA 30014
Contact: Danny Preston
404-553-2350 • 770-784-2784 Fax

Fifth Third Bank

3344 Peachtree Rd., Ste. 800
Atlanta, GA 30326
Contact: Derek L. Grayson
404-279-4532 • 404-816-7350 Fax

First Intercontinental Bank

5593 Buford Hwy.
Doraville, GA 30340
Contact: Jack Byun
770-407-1453 • 770-451-2053 Fax

We're not just a bank.
We're an owner-operated
business like yours.
When you bank like an owner,
you obviously care more.

Jon Daly
Senior Vice President
Director of SBA Lending

stateBT.com



First National Bank of Coffee County

420 S. Madison Ave.
Douglas, GA 31533
Contact: Lee McLean
912-384-1100 • 912-384-2666 Fax

The Foster Bank

5005 Newport Dr.
Rolling Meadows, IL 60008
Contact: Christine Yoon
773-279-4952 • 847-253-6338 Fax

Georgia Banking Company

6190 Powers Ferry Rd., Ste. 150
Atlanta, GA 30339
Contact: Scott Reed
770-373-6011 • 770-267-9694 Fax

Greater Rome Bank

1490 Martha Berry Blvd.
Rome, GA 30165
Contact: Beth Summer
706-295-9300 • 706-295-2580 Fax

Gulf Coast Bank & Trust

2008 B Ronald Regan Hwy.
Covington, LA 70433
Contact: Ron Couloung
985-898-3882

JPMorgan Chase Bank, N.A.

2 Corporate Dr., 7th Fl.
Shelton, CT 06484
Contact: Robert Streb
203-944-8515 • 866-302-7926 Fax

KeyWorth Bank

11655 Medlock Bridge Rd.
Johns Creek, GA 30097
Contact: Mark Bryant
770-418-2762 • 770-418-2777 Fax

LGE Community Credit Union

430 Commerce Park Dr.
Marietta, GA 30060
Contact: Maria Lawson
770-421-2636 • 770-792-6550 Fax

Metro City Bank

5441 Buford Hwy., Ste. 109
Doraville, GA 30340
Contact: Nack Paek
770-455-4989 • 770-455-4988 Fax

Newtek Small Business Finance, Inc

60 Hempstead Ave., 6th Fl.
West Hemstead, NY 11552
Contact: Peter Downs
212-356-9510 ext. 10125
212-643-0340 Fax

NOA Bank

5938 Buford Hwy., Ste. #110
Doraville, GA 30340
Contact: Steve Bae
678-385-0828 • 678-385-0849 Fax
sbae@noabank.com

Private Bank of Buckhead

3565 Piedmont Rd., Bldg. 3, Ste. 210
Atlanta, GA 30305
Contact: Joy C. Manbeck
404-264-7989 • 404-264-7978 Fax

The PrivateBank & Trust Company

3169 Holcomb Bridge Rd., Ste. 202
Norcross, GA 30071
Contact: William Marlin
770-840-2616 • 770-840-2601 Fax

Quantum National Bank

505 Peachtree Industrial Blvd.
Suwanee, GA 30024
Contact: Amy Amorose
770-945-8300 • 770-831-9546 Fax

Queensborough National Bank & Trust

120 S. Zetterower Ave.
Statesboro, GA 30458
Contact: Bruce Avant
912-764-9719 • 912-489-2453 Fax

PNC Bank

3815 Mansell Rd., Ste. 150
Alpharetta, GA 30022
Contact: Amy Carson
678-277-4582 • 678-277-4352 Fax

Regions Bank

250 Riverchase Pkwy. E.
Birmingham, AL 35244
Contact: Jim Vaughn
205-560-5081 • 205-560-8881 Fax

Signature Bank of Georgia

505 Peachtree Pkwy.
Cumming, GA 30041
Contact: Allen McCurry
404-256-7734 • 404-256-7736 Fax

State Bank & Trust Company

415 E. Paces Ferry Rd.
Atlanta, GA 30309
Contact: Johnathan Daly
404-266-4561 • 404-266-4578 Fax

SunTrust Bank

4098 LaVista Rd., 2nd Fl.
Tucker, GA 30084
Contact: Ronnie Smith
770-621-5905 • 770-270-8296 Fax

Synovus Bank

1750 S. 14th St.
Fernandina Beach, FL 32034
Contact: Vicki Beaudry
904-277-5292 • 904-491-7263 Fax

United Central Bank

5675 Jimmy Carter Blvd.
Norcross, GA 30071
Contact: Randy Marcus
678-261-6235 • 678-349-3290 Fax

United Community Bank

P.O. Box 2817 (30503)
351 Jesse Jewell Pkwy.
Gainesville, GA 30501
Contact: Carol Clark
678-989-3569 • 706-778-9413 Fax

Wells Fargo Bank, National Association

350 S.W. Jefferson St.
Portland, OR 97201
Contact: Donna J. Serres
602-378-5230

Wilshire State Bank

3510 Shallowford Rd., Ste. 205
Atlanta, GA 30341
Contact: Jong Goo Kim
678-349-8000 • 770-674-5975 Fax

Patriot Express and Other Lending Programs For Veterans

The Patriot Express pilot loan initiative is for veterans and members of the military community wanting to establish or expand a small business. 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, including any service member;
- The 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 the SBA's nationwide network of private lenders and features the 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 either obtain all collateral or enough collateral so the value is equal to the loan amount.

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

Patriot Express loans feature the 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 available at www.sba.gov/patriotexpress.

Self-employed Reserve or Guard members 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 activation orders. The SBA also offers special low-interest-rate financing of up to \$2 million when an owner or essential employee is called to active duty through the Military Reservist Economic Injury Disaster

Loan program (MREIDL) to help cover operating costs due to the loss of an essential employee called to active duty.

Patriot Express Lenders

Bank of America

Strategic Support Group
888-931-5626

BBCN (f/k/a Center Bank)

3575 Koger Blvd., Ste. 380
Duluth, GA 30096
Contact: Chris Kong
678-380-0744 • 678-380-0775 Fax

Borrego Springs Bank

14101 Panama City Beach Pkwy., Ste. 300
Panama City Beach, FL 32413
Contact: Fred Crispen
866-644-0042 • 866-717-7718 Fax

Branch Banking & Trust Company

5901-C Peachtree Dunwoody Rd., Ste. 420
Atlanta, GA 30328
Contact: Kass Phelps
770-901-3283 • 770-551-8781 Fax

CIT Small Business Lending

4441 Six Forks Rd., Ste. 105
Raleigh, NC 27609
Contact: John Little
919-789-0966 • 919-602-6744 Fax

East West Bank

3490 Shallowford Rd.
Atlanta, GA 30341
Contact: David Bryan
770-454-0428 • 770-986-0054 Fax

Fifth Third Bank

3344 Peachtree Rd., Ste. 800
Atlanta, GA 30326
Contact: Derek L. Grayson
404-279-4532 • 404-816-7350 Fax

First National Bank of Coffee County

420 S. Madison Ave.
Douglas, GA 31533
Contact: Lee McLean
912-384-1100 • 912-384-2666 Fax

Gulf Coast Bank & Trust

4 Sanctuary Blvd., Ste. 201
Mandeville, LA 70471
Contact: Ron Coulonge
985-898-3882 • 985-626-3660 Fax

Greater Rome Bank

1490 Martha Berry Blvd.
Rome, GA 30165
Contact: Beth Summer
706-295-9300 • 706-295-2580 Fax

JPMorgan Chase Bank, N.A.

2 Corporate Dr., 7th Fl.
Shelton, CT 06484
Contact: Robert Streb
203-944-8515 • 866-302-7926 Fax

KeyWorth Bank

11655 Medlock Bridge Rd.
Johns Creek, GA 30097
Contact: Mark Bryant
770-418-2762 • 770-418-2777 Fax

Metro City Bank

5441 Buford Hwy., Ste. 109
Doraville, GA 30340
Contact: Nack Paek
770-455-4989 • 770-455-4988 Fax

Newtek Small Business Finance, Inc

1440 Broadway, 17th Fl.
New York, NY 10018
Contact: Peter Downs
212-356-9510 ext. 10125
212-643-0340 Fax

PNC Bank

3815 Mansell Rd., Ste. 150
Alpharetta, GA 30022
Contact: Amy Carson
678-277-4582 • 678-277-4352 Fax

Thank you, small business owners

Wells Fargo was named the #1 SBA lender for 2011*

Georgia counts on small businesses. And you can count on Wells Fargo — the nation's largest SBA lender — for the financing you need to:

- Purchase a building or an existing business
- Finance a partner buyout
- Meet virtually any other business need

With interest rates at all-time lows, now is the time to take advantage of SBA lending. Talk with your local Wells Fargo SBA specialist today and get the financing you deserve:

Call today
800-545-0670

wellsfargo.com

WELLS
FARGO

Together we'll go far



*Wells Fargo is the #1 SBA 7(a) lender in dollar volume. Source: US Small Business Administration for fiscal year 2011.

All credit decisions subject to credit approval by Wells Fargo Bank.

© 2010 Wells Fargo Bank, N.A. All rights reserved. Member FDIC. (129232_16475)

Quantum National Bank

505 Peachtree Industrial Blvd.
Suwanee, GA 30024
Contact: Amy Amorose
770-945-8300 • 770-831-9546 Fax

Regions Bank

250 Riverchase Pkwy. E.
Birmingham, AL 35244
Contact: Jim Vaughn
205-560-5081 • 205-560-8881 Fax

Shinhan Bank America

211-11 Northern Blvd.
Bayside, NY 11361
Contact: Tammi Wui
718-281-7825 • 718-224-6416 Fax

State Bank & Trust Company

415 E. Paces Ferry Rd.
Atlanta, GA 30309
Contact: Johnathan Daly
404-266-4561 • 404-266-4578 Fax

SunTrust Bank

4098 LaVista Rd., 2nd Fl.
Tucker, Ga 30084
Contact: Ronnie Smith
770-621-5905 • 770-270-8296 Fax

Synovus Bank

1750 S. 14th St.
Fernandina Beach, FL 32034
Contact: Vicki Beaudry
904-277-5292 • 904-491-7263 Fax

Wells Fargo Bank, National Association

1455 W. Lake St., Ste. 306
Minneapolis, MN 55408
Contact: Art Rowland
602-378-5231 • 866-932-0835 Fax

Rural Lender Advantage

The Small/Rural Lender Advantage (S/RLA) initiative is designed to accommodate the unique loan processing needs of small community/rural-based lenders by simplifying and streamlining the loan application process and procedures, particularly for smaller SBA loans. It is part of a broader SBA initiative to promote the economic development of local communities, particularly those facing the challenges of population loss, economic dislocation and high unemployment. Visit www.sba.gov/content/rural-business-loans for more information.

Advantage Loans

In early 2011, the SBA rolled out two Advantage loan initiatives aimed at helping entrepreneurs and small business owners in underserved communities gain access to capital.

The **Small Loan Advantage** program is available to lenders participating in the Preferred Lenders Program. SBA

lenders who are not participating in the Preferred Lenders Program can contact their local district office to apply.

The **Community Advantage pilot program** opens up 7(a) lending to mission-focused, community-based lenders – such as Community Development Financial Institutions (CDFIs), Certified Development Companies (CDCs), and microlenders – who provide technical assistance and economic development support in underserved markets.

More information on both programs is available at www.sba.gov/advantage.

CAPLines

The CAPLines program for loans up to \$5 million is designed to help small businesses meet their short-term and cyclical working capital needs. The programs can be used to finance seasonal working capital needs; finance the direct costs of performing certain construction, service and supply contracts, subcontracts, or purchase orders; finance the direct cost associated with commercial and residential construction; or provide general working capital lines of credit. The SBA provides up to an 85 percent guarantee. There are four distinct loan programs under the CAPLine umbrella:

- **The Contract Loan Program** is used to finance the cost associated with contracts, subcontracts, or purchase orders. Proceeds can be disbursed before the work begins. If used for one contract or subcontract, it is generally not revolving; if used for more than one contract or subcontract at a time, it can be revolving. The loan maturity is usually based on the length of the contract, but no more than 10 years. Contract payments are generally sent directly to the lender but alternative structures are available.
- **The Seasonal Line of Credit Program** is used to support buildup of inventory, accounts receivable or labor and materials above normal usage for seasonal inventory. The business must have been in business for a period of 12 months and must have a definite established seasonal pattern. The loan may be used over again after a “clean-up” period of 30 days to finance activity for a new season. These loans 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 contractors or developers to construct or rehabilitate residential or commercial property. Loan maturity is generally three

years but can be extended up to five years, if necessary, to facilitate sale of the property. 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 Working Capital Line** is a revolving line of credit (up to \$5,000,000) that provides short term working capital. These lines are generally used by businesses that provide credit to their customers. Disbursements are generally based on the size of a borrower's accounts receivable and/or inventory. Repayment comes from the collection of accounts receivable or sale of inventory. The specific structure is negotiated with the lender. There may be extra servicing and monitoring of the collateral for which the lender can charge up to 2 percent annually to the borrower.

International Trade Loan Program

The SBA's International Trade Loan (ITL) is designed to help small businesses enter and expand into international markets and, when adversely affected by import competition, make the investments necessary to better compete. The ITL offers a combination of fixed asset, working capital financing and debt refinancing with the SBA's maximum guaranty--90 percent--on the total loan amount. The maximum loan amount is \$5 million in total financing.

Guaranty Coverage

The SBA can guaranty up to 90 percent of an ITL up to a maximum of \$4.5 million, less the amount of the guaranteed portion of other SBA loans outstanding to the borrower. The maximum guaranty for any working capital component of an ITL is limited to \$4 million. Any other working capital SBA loans that the borrower has are counted against the \$4 million guaranty limit.

Use of Proceeds

- For the facilities and equipment portion of the loan, proceeds may be used to acquire, construct, renovate, modernize, improve or expand facilities or equipment in the U.S. to produce goods or services involved in international trade, including expansion due to bringing production back from overseas



if the borrower exports to at least one market.

- Working capital is an allowable use of proceeds under the ITL.
- Proceeds may be used for the refinancing of debt not structured on reasonable terms and conditions, including any debt that qualifies for refinancing under the standard SBA 7(a) Loan Program.

Loan Term

- Maturities on the working capital portion of the ITL are typically limited to 10 years.
- Maturities of up to 10 years on equipment unless the useful life exceeds 10 years.
- Maturities of up to 25 years are available for real estate.
- Loans with a mixed use of fixed-asset and working-capital financing will have a blended-average maturity.

Interest Rates

Lenders may charge between 2.25 to 2.75 percent above the prime rate (as published in the Wall Street Journal) depending upon the maturity of the loan. Interest rates on loans of \$50,000 and less can be slightly higher.

Exporter Eligibility

- Applicants must meet the same eligibility requirements as for the SBA's standard 7(a) Loan Program.
- Applicants must also establish that the loan will allow the business to expand or develop an export market or, demonstrate that the business has been adversely affected by import competition and that the ITL will allow the business to improve its competitive position. In addition, "indirect export" is an acceptable eligibility criterion for

the ITL. Indirect exports occur when the borrower's customer is a U.S.-based business that might incorporate the borrower's product into a final product being exported or an Export Trading Company that purchases a product to be exported. The borrower would need documentation from the exporter-of-record that its product, is, in fact, being exported.

Foreign Buyer Eligibility

Foreign buyers must be located in those countries wherein the Export-Import Bank of the U.S. is not prohibited from providing financial assistance.

Collateral Requirements

- Only collateral located in the U.S. (including its territories and possessions) is acceptable.
- First lien on property or equipment financed by the ITL or on other assets of the business is required. However, an ITL can be secured by a second lien position if the SBA determines there is adequate assurance of loan payment.
- Additional collateral, including personal guaranties and those assets not financed with ITL proceeds, may be appropriate.

How to Apply

- A small business seeking an ITL must apply to an SBA-participating lender. The lender will submit a completed Application for Business Loan (SBA Form 4), including all exhibits, to the SBA. Visit <http://www.sba.gov> to find your local SBA district office for a list of participating lenders.
- A small business wanting to qualify as adversely impacted from import

competition must submit supporting documentation that explains the impact, and a plan with projections that explains how the loan will improve the business' competitive position.

- A small business expanding exports would need a business plan and export sales projections showing increased export sales and/or global competitiveness as a result of the ITL financing.

Export Express

SBA Export Express offers flexibility and ease of use for both borrowers and lenders. It is the simplest export loan product offered by the SBA and allows participating lenders to use their own forms, procedures and analyses. The SBA provides the lender with a response within 36 hours.

This loan is subject to the same loan processing, 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).

Guaranty Coverage

The SBA provides lenders with a 90 percent guaranty on loans up to \$350,000 and a 75 percent guaranty on loans between more than \$350,001 and \$500,000.

Use of Proceeds

Loan proceeds may be used for business purposes that will enhance a company's export development. Export Express can take the form of a term loan or a revolving line of credit. As an example, proceeds can be used to fund participation in a foreign trade show, finance standby letters of credit, translate product literature for use in foreign markets, finance specific export orders, as well as to finance expansions, equipment purchases, and inventory or real estate acquisitions, etc.

Ineligible Use of Proceeds

Proceeds may not be used to finance overseas operations other than those strictly associated with the marketing and/or distribution of products/services exported from the U.S.

Exporter Eligibility

Any business that has been in operation, although not necessarily in exporting, for at least 12 full months and can demonstrate that the loan proceeds will support its export activity is eligible for Export Express.

Foreign Buyer Eligibility

The exporter's foreign buyer must be a creditworthy entity and the methods of payment must be acceptable to the SBA and the SBA lender.

How to Apply

Interested businesses should contact their existing lender to determine if they are an SBA Express lender. Lenders that participate in SBA's Express program are also able to make Export Express loans. Application is made directly to the lender. Lenders use their own application material in addition to the SBA's Borrower Information Form. Lenders' approved requests are then submitted with a limited amount of eligibility information to the SBA's National Loan Processing Center for review.

Export Working Capital Program

The SBA's Export Working Capital Program (EWCP) assists lenders in meeting the needs of exporters seeking short-term export working capital. Exporters can apply for EWCP loans in advance of finalizing an export sale or contract. With an approved EWCP loan in place, exporters have greater flexibility in negotiating export payment terms — secure in the assurance that adequate financing will be in place when the export order is won.

Benefits of the EWCP

- Financing for suppliers, inventory or production of export goods.
- Export working capital during long payment cycles.
- Financing for stand-by letters of credit used as bid or performance bonds or down payment guarantees.
- Reserves domestic working capital for the company's sales within the U.S.
- Permits increased global competitiveness by allowing the exporter to extend more liberal sales terms.
- Increases sales prospects in under-developed markets which have high capital costs for importers.
- Low fees and quick processing times.

Guaranty Coverage

- Maximum loan amount is \$5,000,000.
- 90 percent of principal and accrued interest up to 120 days.
- Low guaranty fee of one-quarter of one percent of the guaranteed portion for loans with maturities of 12 months or less.
- Loan maturities are generally for 12 months or less.

Use of Proceeds

- To pay for the manufacturing costs of goods for export.

- To purchase goods or services for export.
- To support standby letters of credit to act as bid or performance bonds.
- To finance foreign accounts receivable.
- Indirect exports also are an eligible use of proceeds. Indirect exports occur when the borrower's customer is U.S.-based businesses that might incorporate the borrower's product in a final product being exported or an Export Trading Company that purchases a product to be exported. The borrower would need documentation from the exporter of record that its product is, in fact, being exported/

Interest Rates

The SBA does not establish or subsidize interest rates on loans. The interest rate can be fixed or variable and is negotiated between the borrower and the participating lender.

Advance Rates

- Up to 90 percent on purchase orders.
- Up to 90 percent on documentary letters of credit.
- Up to 90 percent on foreign accounts receivable.
- Up to 75 percent on eligible foreign inventory located within the U.S.
- In all cases, not to exceed the exporter's costs.

Collateral Requirements

Transaction collateral is typically adequate to secure an EWCP loan via export-related inventory, and the accounts receivable generated by the export sales, as well as an assignment of proceeds of any letter of credit or insurance policies covering export sales financed with EWCP funds. The SBA requires the personal guarantee of owners with 20 percent or more ownership stake.

How to apply

Application is made directly to the SBA's participating lenders. Businesses are encouraged to contact SBA staff at their local U.S. Export Assistance Center (USEAC) to discuss whether they are eligible for the EWCP and whether it is the appropriate tool to meet their export financing needs. Participating lenders review/approve the application and submit the request to SBA staff at the local USEAC.

U.S. Export Assistance Center

There are 20 U.S. Export Assistance Centers located throughout the U.S. They are staffed by SBA, U.S. Department of Commerce and, in some locations, Export-Import Bank of the U.S. personnel, and provide trade

promotion and export-finance assistance in a single location. The USEACs also work closely with other federal, state and local international trade organizations to provide assistance to small businesses. To find your nearest USEAC, visit: www.sba.gov/content/us-export-assistance-centers. You can find additional export training and counseling opportunities by contacting your local SBA office.

U.S. Export Assistance Center

George Tracy, Director
75 Fifth St. N.W., Ste. 1055
Atlanta, GA 30308
404-897-6089
www.sba.gov/international

Savannah Export Assistance Center

Todd Gerken, Director
111 E. Liberty St., Rm. 202
Savannah, GA 31401
912-652-4204 • 912-652-4241 Fax

CERTIFIED DEVELOPMENT COMPANY LOAN PROGRAM (504 LOANS)

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. Some refinancing is also permitted. 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.

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.

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

The maximum debenture, or long-term loan, is:

- \$5 million for businesses that create a certain number of jobs or improve the local economy;
- \$5 million for businesses that meet a specific public policy goal, including veterans; and
- \$5.5 million for manufacturers and energy public policy projects.

Recent additions to the program allow \$5.5 million for each project

that reduces the borrower's energy consumption by at least 10 percent; and \$5.5 million for each project that generates renewable energy fuels, such as biodiesel or ethanol production. Projects eligible for up to \$5.5 million under one of these two requirements do not have to meet the job creation or retention requirement, so long as the CDC portfolio average is at least \$65,000.

- Eligible project costs are limited to long-term, fixed assets such as land and building (occupied by the borrower) and substantial machinery and equipment.
- Most borrowers are 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 two years old), and a further injection of 5 percent is also required if the primary collateral will be a single-purpose building (such as a hotel).
- 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); A CDC (backed by a 100 percent SBA-guaranteed debenture) finances up to 40 percent of the project costs secured with a junior lien. The borrower provides the balance of the project costs.
- Fixed interest rate on SBA loan. The 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.
- 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.

Businesses that receive 504 loans are:

- Small — net worth under \$15 million, net profit after taxes under \$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 staffs work directly

with borrowers to tailor a financing package that meets program guidelines and the credit capacity of the borrower's business. For information, visit www.sba.gov/504.

Certified & Associate Development Companies

- *Accredited Lender Program (ALP) and Priority Closing
- ** Priority Closing Status Only

***Capital Partners Certified Development Company**

Barbara Benson, President
6445 Powers Ferry Rd., Ste. 210
Atlanta, GA 30339
Contact: Tracy Adams
404-475-6019 • 404-475-6014 Fax

****Coastal Area District Development Authority**

Andrew Standard, CEO
501 Gloucester St., Ste. 201
Brunswick, GA 31520
Contact: Andrew Standard
912-261-2500 • 912-261-0032 Fax

***Coastal Area District Development Authority**

1 Bull St., Ste. 301
Savannah, GA 31401
Contact: Kelly Robinson
912-236-9566 • 912-236-9562 Fax

****CSRA Business Lending**

Randy Griffin, President
3023 Riverwatch Pkwy., Ste. A
Augusta, GA 30907-2016
Contact: Randy Griffin
706-210-2010 • 706-210-2031 Fax

Economic Development Corporation of Fulton County

Robert J. Shaw, Chairman
5534 Old National Hwy., Bldg. H, Ste. 300
College Park, GA 30349
Contact: Eugene Merriday
404-836-7731 • 404-836-7712 Fax

***Florida Business Development dba Georgia Small Business Capital**

Deborah Possick Herron, SVP
4500 Hugh Howell Rd., Ste. 640
Tucker, GA 30084
Contact: Deb Herron
404-373-8601 • 404-373-8706 Fax

****Georgia Certified Development Corporation**

Tony Christopher, President & CEO
3405 Piedmont Rd., Ste. 500
Atlanta, GA 30305
Contact: Tony Christopher
404-442-2480 • 404-442-2481 Fax

GA RResource Capital, Inc.

Tim Souther, Acting Executive Director
5400 Laurel Springs Pkwy., Ste. 802
Suwanee, GA 30024
Contact: Tim Souther
770-205-9800 • 678-815-0870 Fax

Georgia Small Business Lender, Inc.

W.L. Brown, President
175 Emery Hwy., Ste. C
Macon, GA 31217
Contact: Clayton Black
478-751-6160 • 478-751-6517 Fax

North Georgia Certified Development Corporation

Dan Penland, President
503 W. Waugh St.
Dalton, GA 30720
Contact: Jennifer Whorton
706-272-2300 • 706-272-2253 Fax

***Small Business Access Partners, Inc.**

Lorra Lee, President
460 S. Enota Dr./P.O. Box 3340
Gainesville, GA 30503
Contact: Lorra Lee
770-536-7839 • 770-536-9026 Fax

***Small Business Assistance Corporation**

Tony O'Reilly, President
111 E. Liberty St., Ste. 100
P.O. Box 10750 (31412)
Savannah, GA 31401
Contact: Tony O'Reilly
912-232-4700 • 912-232-0385 Fax

Southern Georgia Area Development Corporation

David Summer, President
327 W. Savannah Ave./P.O. Box 1223
Valdosta, GA 31601
Contact: Michelle Frey
229-333-5277 • 229-333-5312 Fax

Statewide CDC

Brent Swanson, Executive Director
5755 N. Point Pkwy., Ste. 25
Alpharetta, GA 30022
Contact: Brent Swanson
770-837-9528 • 770-837-9369 Fax

*Accredited Lender Program (ALP)

MICROLOAN PROGRAM

The Microloan program provides small loans ranging from under \$500 to \$50,000 to women, low-income, minority, veteran, and other small business owners through a network of approximately 160 intermediaries nationwide. Under this program, the SBA makes funds available to nonprofit intermediaries that, in turn, make the small loans directly to entrepreneurs, including veterans. Proceeds can be used for typical business purposes such as working capital, or the purchase of furniture, fixtures, machinery, supplies, equipment, and inventory. Microloans may not be used for the purchase of real estate. Interest rates are negotiated between the borrower and the intermediary. The maximum term for a microloan is seven years.

The program also provides business-based training and technical assistance to microborrowers and potential microborrowers to help them be successful at starting or growing their businesses. Such training and technical assistance may include general business education, assistance with business planning industry-specific training, and other types of training support. Entrepreneurs and small business owners interested in small amounts of business financing should contact the nearest SBA district office for information about the nearest Microloan Program Intermediary Lender or go to www.sba.gov/microloans.

Albany Community Together, Inc. (ACT)

230 S. Jackson St., Ste. 154
Albany, GA 31701
Contact: Thelma Adams Johnson
229-420-4600 • 229-420-8311 Fax
www.albanycommunitytogether.com
ACT serves southwest Georgia in the following counties: Baker, Bibb, Calhoun, Chattahoochee, Clay, Colquitt, Crawford, Crisp, Decatur, Dooly, Dougherty, Early, Grady, Harris, Houston, Lee, Macon, Marion, Meriwether, Miller, Mitchell, Muscogee, Peach, Pike, Quitman, Randolph, Schley, Seminole, Stewart, Sumter, Talbot, Taylor, Terrell, Thomas, Troup, Upson, Webster and Worth.

Access to Capital for Entrepreneurs (ACE)

3173 Hwy. 129 N.
Cleveland, GA 30528
Contact: Grace Fricks
706-348-6609
www.aceloans.org
ACE serves the following counties in North Georgia: Baldwin, Banks, Barrow, Bartow, Butts, Carroll, Catoosa, Chattooga, Cherokee, Clarke, Clayton, Cobb, Columbia, Coweta, Dade, Dawson, DeKalb, Douglas, Elbert, Fannin, Fayette, Floyd, Forsyth, Franklin, Fulton, Gilmer, Gordon, Greene, Gwinnett, Habersham, Hall, Hancock, Haralson, Hart, Heard, Henry, Jackson, Jones, Jasper, Lamar, Lincoln, Lumpkin, Madison, McDuffie, Monroe, Morgan, Murray, Newton, Oconee, Oglethorpe, Paulding, Pickens, Polk, Putnam, Rabun, Richmond, Rockdale, Spalding, Stephens, Taliaferro, Towns, Union, Walker, Walton, Warren, White, Whitfield and Wilkes.

DeKalb Enterprise Business Corporation (DEBCO)

250 E. Ponce de Leon Ave., Ste. 415
Decatur, GA 30030
Contact: Charles Blackmon
404-378-1899
www.debco.org
DEBCO serves these counties in metro Atlanta. They are DeKalb, Clayton, Cobb, Douglas, Fayette, Fulton, Gwinnett, Henry, Newton and Rockdale.

Small Business Assistance Corporation

111 E. Liberty St., Ste. 100
Savannah, GA 31401
Contact: Tony O'Reilly
912-232-4700
www.sbacsav.com
SBAC serves these counties in southeast Georgia: Appling, Atkinson, Bacon, Ben Hill, Berrien, Brantley, Bleckley, Bryan, Brooks, Bulloch, Burke, Camden, Candler, Chatham, Charlton, Clinch, Cook, Coffee, Evans, Echols, Emanuel, Effingham, Dodge, Glascock, Glynn, Irwin, Jeff Davis, Jefferson, Jenkins, Johnson, Lanier, Laurens, Liberty, Long, Lowndes, McIntosh, Montgomery, Pierce, Pulaski, Screven, Tattnall, Telfair, Toombs, Tift, Treutlen, Turner, Twiggs, Ware, Washington, Wayne, Wheeler, Wilcox and Wilkinson.

Atlanta Micro Fund

100 Flat Shoals Ave. S.E.
Lang Carson Community Center
Atlanta, GA 30316
Contact: Marvin Bryant
678-539-6900 • 404-221-0616 Fax
AMF serves the following counties in metro Atlanta: Cherokee, Clayton, Cobb, DeKalb, Douglas, Fulton, Gwinnett, Henry, Newton and Rockdale.

SMALL BUSINESS INVESTMENT COMPANY PROGRAM

There are a variety of alternatives to bank financing for small businesses. The Small Business Investment Company (SBIC) program fills the gap between what owners can fund directly and the needs of the small business for growth capital. Licensed and regulated by the SBA, SBICs are privately owned and managed investment funds that make capital available to qualifying U.S. small businesses. The funds raise private capital and can receive SBA-guaranteed leverage up to three times private capital, with a leverage ceiling of \$150 million per SBIC and \$225 million for two or more licenses under common control. Licensed SBICs are for-profit investment firms whose incentive is to share in the success of a small business. The SBIC program provides funding for a broad range of industries. Some SBICs invest in a particular field or industry while others invest more generally. For more information, visit www.sba.gov/inv.

These are SBICs in Georgia:

EGL/Nat West Equity Partners USA

Salvatore Massaro, Manager
3495 Piedmont Rd., Bldg. 11, Ste. 412
Atlanta, GA 30305
404-949-8303

Peachtree II, L.P.

Matt Sullivan, Partner
1230 Peachtree St., Ste. 1900
Atlanta, GA 30309
404-870-8904

Salem Halifax Capital Partners, L.P.

Spalding White, Partner
2849 Paces Ferry Rd., Ste. 660
Atlanta, GA 30339
770-790-5034

White Oak SBIC Fund, L.P.

Christopher Melton, Managing Director
600 Galleria Pkwy., Ste. 1400
Atlanta, GA 30339
404-875-9994

SMALL BUSINESS INNOVATION RESEARCH PROGRAM

The Small Business Innovation Research (SBIR) program encourages small businesses to advance their technical potential from funds committed by federal agencies with large extramural research and development budgets. The SBIR 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.

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 for-profit.
- Principal researcher must be employed by the small business.
- Company size cannot exceed 500 employees.

For more information on the SBIR program visit www.sba.gov/sbir.

Participating Agencies

Each year, the following eleven federal departments and agencies are required to reserve 2.5 percent of their extramural R&D funds for award to small businesses through the SBIR program: 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.

SMALL BUSINESS TECHNOLOGY TRANSFER PROGRAM

The Small Business Technology Transfer (STTR) program reserves a specific percentage of federal R&D funding for award to small business and non-profit research institution partners. Central to the program is expansion of public/private sector partnerships to include joint venture opportunities for small business and the nation's premier nonprofit research institutions. 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. Non-profit research laboratories are also instrumental in developing high-tech innovations, but frequently innovation is confined to the theoretical. 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 for-profit.
- Principal researcher need not be employed by the small business.
- 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.

Participating Agencies

Each year the following five Federal departments and agencies are required by STTR to reserve 0.3 percent of their extramural 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.

SURETY BOND GUARANTEE PROGRAM

The Surety Bond Guarantee program is a public-private partnership between the federal government and surety companies to provide small businesses with the bonding assistance necessary for them to compete for public and private contracting and subcontracting opportunities. The guarantee provides all incentive for sureties to bond small businesses that would otherwise be unable to obtain bonding. The program is aimed at small businesses that lack the working capital or performance track record necessary to secure bonding on a reasonable basis through regular commercial channels.

Through this program, the SBA guarantees bid, payment, performance and ancillary bonds issued by surety companies for individual contracts and subcontracts up to \$2 million. The SBA reimburses sureties between 70 and 90 percent of losses sustained if a contractor defaults on 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, the SBA guarantees 90 percent of surety's paid losses and expenses on bonded contracts up to \$100,000, and on bonded contracts greater than \$100,000 that are awarded to socially and economically disadvantaged concerns, HUBZone contractors, and veterans, and service-disabled veteran-owned small businesses. All other bonds guaranteed in the Plan A Program receive an 80 percent guarantee. Sureties must obtain the SBA's prior approval for each bond guarantee issued. Under Plan B, the SBA guarantees 70 percent, but sureties may issue, monitor and service bonds without the SBA's prior approval.

These Georgia-based firms issue SBA-backed surety bonds in the state:

National Surety Services, Inc.

1534 Dunwoody Village Pkwy., Ste. 220
Atlanta, GA 30338
800-953-6699 • 770-394-6888 Fax
Contact: Tony DiGeronimo
tony@nationalsurety.com

The Surety Group

1900 Emery St., Ste. 120
Atlanta, GA 30318
800-486-8211 • 404-351-3237 Fax
Contact: Sam H. Newberry
snewberry@suretygroup.com

Financial Surety Underwriter, LLC

4956 Sugar Pike Rd.
Canton, GA 30115
678-297-5566 • 678-297-0179 Fax
Contact: Cyra B. Peterson
cypeterson@financialsurety.com

Graham Naylor Agency

1355 Terrell Mill Rd., Bldg. 1464
Marietta, GA 30067
770-952-1096 • 770-988-8347 Fax
Contact: John Earl
john@grahamnaylor.com

Nielson, Ward, Gann & Associates

119 Maple St., Ste. 220
Carrollton, GA 30117
770-830-7775 • 770-830-8568 Fax
Contact: Edward T. Ward
eward@nielsonbonds.com

J.B. Myers & Associates, Inc.

256 Elsberry Mountain Rd.
Dallas, GA 30132
770-505-6553 • 770-454-0132 Fax
Contact: J. Benson Myers
webuildsolutions@comcast.net

HCC Surety Group

225 Town Park Dr., Ste. 145
Kennesaw, GA 30144
770-514-1221 • 770-514-1301 Fax
Contact: Bob Love, ext. 1804
rlove@hccsurety.com

Contract Bond Source, Inc.

5360 Gum Creek Ct.
Loganville, GA 30052
770-788-2897 • 770-788-2369 Fax
Contact: Jane Worth
jeworth@bellsouth.net

BDH Associates Inc.

4572 Lawrenceville Hwy., Ste. 201
Lilburn, GA 30047
770-564-2999
Contact: Mark Kirch
mark@BDHAssociates.com

For other bond agencies licensed in Georgia, go to: www.sba.gov/osg.

Tips for Getting the Most from Yourself and Others

CHIEF EVERYTHING OFFICER NO MORE: STAFFING YOUR BUSINESS

Being the Chief Everything Officer is okay for some, but if you've got plans for growth or simply need an extra pair of hands, what are the best staffing options for your business?

Taking on full-time employees can be a risk. What if your growth strategy doesn't go as planned and you're left with payroll and other employee expenses to cover? Should you hire independent contractors or outsource key functions?

Here are some staffing options that you might want to consider, as well as some insights on the tax and legal ramifications of each.

1. Hire Your Spouse or Family

Friends and family may be able to jump in and support your business – given the right terms. Weigh the skills they can bring and what you can offer in return. Establish clear goals and objectives and offer fair compensation, and make sure you understand the legal, tax and labor laws that may impact your decision.

2. Work with Independent Contractors

Hiring independent contractors or freelancers gives you the flexibility to get help when and as you need it from specialists in a particular field. Independent contractors are also self-employed, which means you don't have the burden of handling payroll, employment taxes and the other obligations of managing employees.

The best way to find independent contractors is word of mouth and referrals. Ask around.



Tip: The IRS holds a big magnifying glass over companies that work with independent contractors and with businesses that misclassify employees as independent contractors. The reason? Statistics show that 30 percent of firms do this and that's a big loss for the IRS in terms of employment taxes.

So be sure you understand what you can and can't require of an independent contractor and make sure you're not treating them as employees. For example, you can't dictate when and where they conduct work.

3. "Temp" Staffing Agencies

If you need to quickly staff a position with qualified and screened candidates, particularly administrative or support functions, temp agencies might be an option. But this can be an expensive way to staff your business for the

long haul. Temp agencies take up to a 30 percent cut of the hourly rate that you pay and also charge temp-to-permanent fees if you decide to hire that person full-time. Another important consideration is that temporary workers are also less likely to be invested in your business success than employees and even contractors.

4. Hire Seasonal Employees

If your business is seasonal, part-time seasonal workers are a must. The thing to remember is that unless you work with independent contractors, many of the laws and regulations that apply to full-time employees also apply to seasonal or part-time employees. For a soup-to-nuts understanding of what's involved with hiring seasonal workers, such as what benefits must you provide, read *Hiring Seasonal Workers*.

5. Outsource Business Functions

Whether you turn to a virtual assistant for help managing your calendar, voice mail, and perhaps some basic bookkeeping, or you need help with core business functions such as accounting, marketing or HR, outsourcing can be a low-overhead option that lets you concentrate more on business growth and less on day-to-day distractions.

6. Bringing on Employees

If you do choose to move forward with part- or full-time employees, you'll need to make sure you are aware and compliant with a few key legal and regulatory steps – the brochure *10 Steps to Hiring your First Employee* from SBA can really help.



Use of Proceeds in SBA Loan Programs

Ways Borrowers Can Use The Money

(Information current as of 09/19/2012)

Program	Who Qualifies	Use of Proceeds	Maturity	Maximum Loan Amount	Structure	Benefit to Borrower
Basic 7(a)	For-profit businesses that can meet SBA's size standards, nature of business, use of proceeds, credit elsewhere, and other miscellaneous eligibility factors.	Acquire land; purchase existing building; convert, expand or renovate buildings; construct new buildings; acquire and install fixed assets; acquire inventory; purchase supplies and raw materials; purchase a business, start a business, leasehold improvements, term working capital; and under certain conditions to refinance certain outstanding debts.	Based on the use of proceeds and borrower's ability to repay. Not based on collateral. Maximum maturity: 10 years for working capital (seven years is common), 10 years for fixed assets, 25 years for real estate.	A basic 7(a) can be for as much as \$5 million. SBA's limit to any one business is \$3.75 million so a business can have multiple loans guaranteed by SBA but the SBA portion cannot exceed \$3.75 million.	Term loans with one monthly payment of principal and interest (P&I). Borrower contribution required. Interest rate depends upon how lender applies for guaranty (see lender program chart). Cannot revolve, no balloon or call provisions.	Obtains financing not otherwise available, fixed maturity, available when collateral is limited. Can establish or re-affirm relationship with lender.
International Trade Loan (ITL)	Same as basic 7(a). Plus, business must be engaged or preparing to engage in exporting or be adversely affected by competition from imports.	Acquire, renovate, modernize facilities or equipment used in making products or services to be exported. Plus, for permanent working capital and to refinance business debts currently on unreasonable terms.	Same as basic 7(a).	Same as basic 7(a), but when borrower has both international trade and working capital loans, guaranteed by the SBA, the limit to any one business can be \$4 million.	Same as basic 7(a).	Same as basic 7(a). Plus, long-term financing for export related fixed assets and working capital.
Export Working Capital Loans (EWCP)	Same as basic 7(a). Plus, must be in business one year and engaged or preparing to engage in exporting.	Short-term working capital for export purposes, including ability to support an Export Stand-By Letter of Credit.	Can be up to a maximum of 36 months but generally 12 months or less.	Same as basic 7(a).	Finance single or multiple transactions. Interest paid monthly, principal paid as payments from items shipped overseas are collected. Can be renewed annually. Extra fees apply. Percentage of guaranty up to 90%. Generally revolving.	Provides American exporters with line of credit that can be separated from domestic operations line of credit.
Seasonal CAPLines	Same as basic 7(a). Plus, in business for at least one year and can demonstrate seasonal financing needs.	To finance the seasonal increases of accounts receivable, inventory and labor.	10 years	Same as basic 7(a).	Short-term financing for seasonal activities to be repaid at the end of the season when payment for the seasonal activity is made to business.	Provides opportunity for seasonal businesses to get seasonal financing not otherwise available.
Contract CAPLines	Same as basic 7(a). Plus, will perform on contract or purchase order for some third party buyer.	To finance the cost of one or more specific contract, sub-contract, or purchase order, including overhead or general and administrative expenses, allocable to the specific contract(s).	10 years	Same as basic 7(a).	Short-term financing for performance of approved contract, sub-contract, or purchase order to be repaid when payment for the activity is made to business. Can be revolving or not.	Provides opportunity for contractors and sub-contractors to get financing not otherwise available.
Builders CAPLines	Same as basic 7(a). Plus, building/renovating residential or commercial structure for re-sale without knowing buyer at time of approval.	For the direct expenses related to the construction and/or "substantial" renovation costs of specific residential or commercial buildings for resale, including labor, supplies, materials, equipment rental, direct fees. The cost of land is potentially eligible.	Maximum of three years to disburse and build or renovate. Extension possible to accommodate sale.	Same as basic 7(a).	Short-term financing to build or renovate home or building for sale to unknown third party. "Substantial" means rehabilitation expenses of more than one-third of the purchase price or fair market value at the time of application. Can be revolving or not.	Provides opportunity for residential and commercial builders to get financing not otherwise available.

Program	Who Qualifies	Use of Proceeds	Maturity	Maximum Loan Amount	Structure	Benefit to Borrower
Working Capital CAPLines	Same as basic 7(a). Plus, business needing short term revolving line of credit.	For short-term working capital and operating needs. Proceeds must not be used to pay delinquent withholding taxes or similar trust funds (state sales taxes, etc.) or for floor planning.	10 years	Same as basic 7(a).	Lender has latitude with structuring principal payments. Borrower should discuss with lender. Must be revolving. Extra fees apply.	Provides opportunity for businesses that sell on credit to get revolving financing not otherwise available.
Dealer Floor Plan Pilot	Same as basic 7(a). Plus, businesses engaged in retail sales of inventory requiring floor plan financing requirements.	For the acquisition of inventory at wholesale prices for retail re-sale that is classified as titleable inventory (auto, motorcycle, boat, RV, trailers, and manufactured homes).	Minimum one year Maximum five years	\$5 million. Minimum loan size: \$500,000	Revolving Floor Plan financing. Disbursement to acquire floor plan inventory, repayment immediately after item of inventory is sold. Potential high degree of lender monitoring with corresponding extra servicing fees.	Provides opportunity for businesses needing floor plan financing when such financing may not be otherwise available.
Lender Structured Line of Credit	Businesses needing a line of credit.	Working capital	If revolving, seven-year maximum, including term out period.	Depends upon how the lender chooses to apply for an SBA Guaranty. Generally up to \$350,000.	Structure is established by individual lender.	Has availability for a line of credit to help with the short-term cash needs of the business.
Non-7(a) Programs						
504 Loan Program	Businesses that can meet the SBA's size standards, nature of business, use of proceeds, credit elsewhere, and other miscellaneous factors.	For the acquisition of long-term fixed assets, equipment with a useful life of at least 10 years; refinance loan-term fixed asset debt under certain conditions; working capital under certain conditions; to reduce energy consumption; and to upgrade renewable energy sources.	Based on the use of proceeds. Twenty years for real estate. Ten years for machinery and equipment.	Based on the use of proceeds. Twenty years for real estate. Ten years for machinery and equipment.	Loans packaged by Certified Development Companies (CDC) and designed to finance up to 40 percent of a "project" ¹ secured with a 2nd position lien. Another loan from a third party lender financing up to 50 percent of the same project secured in 1st position, and borrower contribution of at least 10 percent. Extra contributions for special purpose properties and new businesses.	Fees under 3 percent, long-term fixed rate, low borrower contribution, full amortization with no call or balloon conditions.
Microloan Program	Same as basic 7(a). Plus, start-up nonprofit child-care businesses.	Same as basic 7(a). Plus, funds to establish nonprofit child-care centers.	Shortest term possible, not to exceed six years.	\$50,000 to the small business at any given time.	The SBA provides a loan to a nonprofit micro-lender called an "intermediary" who uses the proceeds to make microloans to small businesses. Technical assistance can also be provided.	Direct loan from nonprofit intermediary lender, fixed-rate financing, can be very small loan amounts, and technical assistance is available.

¹ "Project" is the purchase or lease, and/or improvement or renovation of long term fixed assets by a small business, with 504 financing, for use in its business operations.

All SBA programs and services are provided on a nondiscriminatory basis.

Lender's Program Chart

Ways Lenders Can Request Guarantees

(Information current as of 09/19/2012)

The chart below explains the rules for lenders for various SBA-backed loans to borrowers.

Processing Program	Which Lenders Qualify	Types of Use of Proceeds Loans that can be Guaranteed	Maximum Allowable Interest Rates	Eligibility Analysis	Credit Analysis	Maximum Loan Amount
Standard Processing	Lenders that have an executed participation agreement with the SBA.	Basic 7(a). International trade, export working capital, all CAPlines, dealer floor plan.	Base rate is <i>Wall Street Journal</i> prime, LIBOR* one month rate plus 3 percent, or SBA Peg rate. Plus, an allowable spread from 2.25 to 2.75 percent based on term. Lender can add 2 percent if loan is \$25,000 or less, and 1 percent if \$25,001 to \$50,000. Can be fixed or variable.	Lender completes eligibility questionnaire and SBA reviews eligibility during loan processing.	Lender to cover all aspects of prudent credit analysis with emphasis on applicant's ability to repay loan from operation. SBA conducts analysis of lender's work.	Maximum loan \$5 million. Loans up to \$150,000 guaranteed up to 85 percent; loans over \$150,000 guaranteed up to 75 percent. Business with multiple SBA loans may get some variations.
Certified Lender Program (CLP) Processing	Same as Standard 7(a). Plus, an executed CLP agreement.	Same as Standard processing except no policy exceptions.	Same as Standard 7(a).	Same as Standard 7(a).	Same as Standard 7(a) except SBA reviews lender's work, not a re-analysis.	Maximum loan \$5 million. Guaranty percentage same as Standard 7(a).
Preferred Lender Program (PLP) Processing	Same as Standard 7(a). Plus, an executed PLP agreement.	Same as Standard processing except restrictions on loans involving some types of debt refinancing.	Same as Standard 7(a).	Lender completes Eligibility Checklist (SBA Form 7).	Delegated to lender.	Maximum loan \$5 million. Guaranty percentage same as Standard 7(a).
SBA Express Processing	Same as Standard 7(a). Plus, an executed SBA Express agreement.	Basic 7(a) with restrictions on some types of debt refinancing. Plus, lender structured term and revolving loans.	If \$50,000 or less, cannot exceed prime + 6.5 percent. If over \$50,000, cannot exceed prime + 4.5 percent. Prime may be lender prime.	Lender completes SBA Form 1920SX (Part C) "Eligibility Information."	Delegated to lender.	Maximum loan \$350,000. Guaranty percentage 50 percent.
Patriot Express Processing	Same as Standard 7(a). Plus, either an executed PLP or SBA Express Agreement.	Basic 7(a) except restrictions on some types of refinancing.	Same as Standard 7(a) except Prime may be Lender Internal Prime.	Lender completes SBA Form 1920SX (Part C) "Eligibility Information." Must be member of the military community.	Delegated to lender.	Maximum loan \$500,000. Guaranty percentage same as Standard 7(a).
Export Express Processing	Same as Standard 7(a). Plus, an executed Export Express Agreement.	Similar to export working capital loans and international trade loans which meet export related eligibility criteria.	If \$50,000 or less, cannot exceed prime + 6.5 percent. If over \$50,000, cannot exceed prime + 4.5 percent. Prime may be lender prime.	Lender completes SBA Form 1920SX (Part C) "Eligibility Information."	Delegated to lender.	Maximum loan \$500,000. Guaranty percentage same as Standard 7(a).
Small/Rural Lender Advantage	Same as Standard 7(a). Plus, separate approval based on having processed 20 or fewer SBA loans annually over the last three fiscal years.	Basic 7(a) except restrictions on some types of refinancing.	Same as Standard 7(a).	Lender completes SBA Form 2301 (Part C) "Eligibility Questionnaire."	Similar to Standard 7(a) except credit factors to consider are more defined.	Maximum loan \$350,000. Guaranty percentage same as Standard 7(a).
Community Advantage	Same as Standard 7(a). Plus, an executed Community Advantage Agreement.	Basic 7(a) except restrictions on some types of refinancing.	Prime plus 6 percent.	Non-Delegated Lenders complete SBA Form 2301 (Part C). Delegated Lenders complete SBA Form 2301 (Part D).	Similar to Standard 7(a) except credit factors to consider are more defined.	Maximum loan \$250,000. Guaranty percentage same as Standard 7(a).
Small Loan Advantage	Same as Standard 7(a) and having PLP and/or Express Agreement provides added benefit to lender.	Basic 7(a) except restrictions on some types of refinancing.	Same as Standard 7(a).	Lender completes SBA Form 1920SX (Part C) "Eligibility Information."	Similar to Standard 7(a) except credit factors to consider are more defined.	Maximum loan \$350,000. Guaranty percentage same as Standard 7(a).

CAPITAL

All SBA programs and services are provided on a nondiscriminatory basis. * London InterBank Offered Rate

The SBA: Streamlining and Simplifying

Over the past three years the SBA has worked hard to provide small businesses with the tools they need to help lead our nation out of recession and into recovery. To better serve small businesses, we streamlined and simplified many existing programs for small business owners and entrepreneurs. These efforts have allowed us to provide small businesses with greater access and opportunity than ever before.

Whether you are an entrepreneur just starting out with a great idea, or a long-time small business owner who needs help growing your company, the SBA has the resources to help. Now is a great time to contact your local district office, or check out www.SBA.gov and find out how your business can benefit.

The SBA is becoming more nimble than ever before. As you'll see throughout this resource guide, the improvements that the agency has made in streamlining and simplifying span government contracting, access to capital, training and counseling and disaster initiatives.

Simplifying Access to Capital Procedures

The SBA knows that it is important for entrepreneurs to be able to find the capital they need to start and grow their businesses. So this year, we focused on making the application and approval processes for many of our financing guarantee programs simpler and more streamlined.

For example, we reengineered CAPLines, a program designed to help small businesses meet their short term and cyclical working capital needs. CAPLines now allows small businesses to borrow against accounts receivable, inventory, contracts and purchase orders in order to secure a revolving line of credit. The revamped program also enables small business subcontractors to obtain an agency-guaranteed line of credit to finance work on a contract with a federal prime contractor.

Last year, the Small Loan Advantage (SLA) program was revamped to create a simpler application process for a 7(a) loan up to \$250,000. This year, we launched SLA 2.0, which further simplifies the process by credit scoring each loan in advance of approval. SLA 2.0 will also expand the pool of qualified lenders to include entities outside of the agency's Preferred Lender Program.

Over the past year, the Small Business Investment Company (SBIC) licensing process has become increasingly efficient, cutting the average licensing time in half from more than 14 months to five and a half months. SBICs are privately owned and managed investment funds that use their own capital, plus funds backed by an SBA guarantee, to invest in small businesses. The streamlined licensing process has made it possible to more easily get capital into the hands of small businesses, allowing SBICs to invest in companies that can grow and create jobs.

Streamlining the Federal Contracting Process

The SBA is also working hard to make the federal contracting process more efficient for small businesses. Last year, Quick Pay cut the amount of time it takes federal agencies to pay small businesses for the products and services they deliver to the federal government from 30 days to 15 days. When small businesses get their money in 15 days instead of 30, it results in a permanent infusion of cash flow into their businesses. They can put that money toward expanding their business, marketing their products and creating jobs.

Streamlining Small Business Assistance through Partnerships

This year we have reached out to create new partnerships that will streamline small business assistance efforts and reach more audiences. For example, the SBA and the AARP have

agreed to work together not only to help a larger number of encore entrepreneurs, i.e., those over the age of 50, to start their own businesses, but also to encourage more experienced small business owners to serve as mentors for those who are just starting out.

To help transitioning service members who are interested in starting their own business, the SBA announced in July 2012 the launch of Boots to Business, a partnership with Syracuse University, which teaches returning service men and women about the opportunities and realities of entrepreneurship. This partnership builds on the leadership and management skills veterans have learned during their active duty and Reserve service to prepare them for possible business ownership.

Simplifying Disaster Loan Processes

The agency has also made significant progress in streamlining and simplifying the disaster loan application and approval process. Over the past few years, the SBA has reduced the average processing time for disaster loans from over 70 days to just 10 days.

The process of applying for a disaster loan has also been simplified for small businesses, homeowners and renters. SBA Administrator Karen G. Mills said it was just the right thing

"Whether it's a hurricane, tornado, earthquake or devastating flood, the SBA can step in to help communities get back on their feet by providing access to both home and business recovery disaster loans."

*Administrator Karen Mills,
U.S. Small Business Administration*

to do. "Our goal is to provide support for those rebuilding after a disaster, and we wanted to make the process more user-friendly," Mills said. "Whether it's a hurricane, tornado, earthquake or devastating flood, the SBA can step in to help communities get back on their feet by providing access to both home and business recovery disaster loans. To make the loan application process more streamlined and simplified, we have taken a different approach with the online applications. This improvement will make those first steps toward recovery more convenient."

For those affected by these tragedies, the SBA now offers the option of filing home and business disaster loan applications through the Electronic Loan Application. The Electronic Loan Application simplifies the application process and expedites the delivery of assistance to small businesses, homeowners and renters affected by disasters. For more information, check out www.sba.gov/disaster.

In addition, the increasingly agile SBA is streamlining and simplifying its processes and procedures to provide more access and opportunity for capital, counseling and contracting for small businesses. In the following pages, you can read more about the programs and initiatives the SBA has created and refined. You can also find contact information for our 68 district offices on the inside back cover, where trained professionals can walk you through getting a loan, competing for contracts, or finding a business counselor.

If you are looking for more information, check out our website, www.sba.gov. While you are there, sign up for the agency's SBA Online Community to explore resources from our resource partners and other small business owners. To sign up for our e-mail newsletter, visit www.sba.gov/updates.

CONTRACTING

Applying for Government Contracts



The U.S. government is the largest single purchaser of goods and services in the world, buying everything from armored tanks to paper clips. Every year, the federal government awards more than \$500 billion in contracts, and a significant share of those contracts are specifically allotted to small businesses.

The Small Business Administration works with agencies to award at least 23 percent of all prime government contracts to small businesses, with specific statutory goals for small disadvantaged businesses (SDB), businesses that are women-owned (WOSB) or service-disabled veteran-owned (SDVOSB), and businesses that are located in historically underutilized business zones (HUBZone).

The agency ensures that small businesses have access to long-lasting development opportunities, which means working with small businesses to help them stay competitive, as well as encouraging federal agencies to award more contracts to small businesses. The SBA features outreach programs, matchmaking events, and online training opportunities; and helps agencies identify contracting opportunities for small businesses.

HOW GOVERNMENT CONTRACTING WORKS

Sealed bidding vs. Negotiation

There are two methods the government uses to purchase goods and services, sealed bidding and negotiation. The first method, sealed bidding, involves issuing an invitation for bid by a procuring agency. Under the sealed bidding method, a contract is awarded to a responsible bidder who's bid, conforming to the invitation for bids, will be most advantageous to the government, considering only price and the price-related factors included in the invitation for bid. The second method, negotiation, involves issuing a request for proposal (RFP) or request for quotation (RFQ). The business with the best proposal in terms of technical content, best value, price and other factors generally wins the contract.

Types of Contracts

Firm fixed-price contracts place the full responsibility for the costs and risk of loss on the contractor. Firm fixed-price contracts do not permit any adjustment on the basis of the contractor's costs during the

performance of the contract. It provides maximum incentive for the contractor to control costs and perform effectively and imposes a minimum administrative burden upon the contracting parties. This type of contract is used in all sealed bid and some negotiated procurements.

Cost reimbursement contracts provide for the payment of allowable costs incurred by the contractor, to the extent stated in the contract. The contract establishes a ceiling price, above which a contractor may not exceed without the approval of the contracting officer. Cost reimbursement contracts are commonly used in research and development contracts.

Some contracts do not fit neatly into these two categories, such as time and material contracts (prices for hourly wages are fixed but the hours are estimated) and letter contracts (authorizes a contractor to begin work on an urgent requirement).

Small Business Set-Asides

A "set-aside" for small businesses reserves an acquisition exclusively for small business participation. There are two ways in which set-asides can be determined. First, if an acquisition



of goods or services has an anticipated dollar value of at least \$3,000 but not exceeding \$150,000, it is automatically reserved for small businesses. The acquisition will be set aside only if the contracting officer determines there are two or more responsible small businesses that are competitive in terms of market prices, quality and delivery. Second, if an acquisition of goods or services is more than \$150,000, and if it is likely offers will be obtained from at least two responsible small businesses, and if awards will be made at fair market prices, the acquisition is reserved exclusively for small business. Reasonable expectations of small business competition may be evaluated using past acquisition history of an item or similar items.

There are several exceptions and unique rules for specific kinds of small businesses and industries. For Research and Development (R&D) small business set-asides, there must be reasonable expectation of obtaining from small businesses the best scientific and technological sources consistent with the demands of the proposed acquisition. For small business set-asides other than for construction services, any business proposing to furnish a product that it did not manufacture must furnish the product of a small business manufacturer unless the SBA has granted either a waiver or exception to this requirement. In industries where the SBA finds that there are no small business manufacturers, it may issue a waiver to this non-manufacturer rule.

Waivers permit small businesses to provide any domestic firm's product.

Subcontracting

Subcontracting opportunities are a great resource for small businesses, especially for those not ready to bid as prime contractors. Experience gained from subcontracting with a federal prime contractor can better prepare businesses to bid for prime contracts.

Current regulations stipulate that for contracts offering subcontracting opportunities over \$650,000 for goods and services, or \$1.5 million for construction, large business prime contractors must offer maximum practicable subcontracting opportunities to small businesses. Large business prime contractors must submit a subcontracting plan describing how they will successfully subcontract to small businesses.

To find subcontracting opportunities, a list of federal prime solicitations is listed under the U.S. Small Business Administration Subcontracting Network (SUBNET) <http://web.sba.gov/subnet/search/index.cfm> and through the General Services Administration (GSA) at www.gsa.gov/portal/content/101195. Research the list of prime contractors and determine which are best suited to your business. Develop a marketing strategy, and then contact the Small Business Liaison Officer (SBLO) listed for each prime to schedule an appointment.

SBA CONTRACTING PROGRAMS HUBZONE

The Historically Underutilized Business Zones (HUBZone) program helps small businesses located in distressed urban and rural communities, gain access to federal set-aside contracts and sole source contracts, as well as a price evaluation preference in full and open contract competitions. There is a statutory goal that HUBZone small business concerns be awarded not less than 3 percent of the total value of all prime contract awards. The HUBZone program also establishes preference for award of federal contracts to small businesses in these areas. To qualify for the program, a business (except those that are tribally-owned) must meet the following criteria:

- It must be a small business by SBA size standards
- It must be owned and controlled at least 51 percent by U.S. citizens, or a Community Development Corporation (CDC), an agricultural cooperative, or an Indian tribe
- Its principal office must be located within a "Historically Underutilized Business Zone," which includes lands considered "Indian Country" and military facilities closed by the Base Realignment and Closure Act
- At least 35 percent of its employees must reside in a HUBZone.

Existing businesses that choose to move to qualified areas are eligible to apply for certification. To fulfill the requirement that 35 percent of a HUBZone firm's employees reside in a HUBZone, employees must live in a primary residence at a place for at least 180 days, or as a currently registered voter, and with intent to live there indefinitely.

The SBA is responsible for:

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

For additional information, visit

www.sba.gov/hubzone.

8(a) BUSINESS DEVELOPMENT PROGRAM

The 8(a) Business Development program is a nine-year program established to assist eligible socially and economically disadvantaged individuals to develop and grow their businesses. Business development assistance includes one-on-one counseling, training workshops, match-making opportunities with federal buyers and other management and technical guidance. There is a statutory requirement that small disadvantaged business concerns be awarded not less than 5 percent of the total value of all prime contract awards. All firms that become eligible for SBA's 8(a) business development assistance are also considered small disadvantaged business concerns for the purpose of federal contracting.

To be eligible for the 8(a) Business Development program, a business must meet the following criteria:

- It must be a small business by SBA size standards;
- It must be owned (at least 51 percent) by one or more individuals who qualify as socially and economically disadvantaged, and who are U.S. citizens of good character;

- It must be controlled, managed, and operated full-time by one or more individuals who qualify as disadvantaged, and;
- It must demonstrate potential for success (generally by being in business for at least two full years) and have the capacity to perform on government and non-government contracts before applying.

Socially disadvantaged individuals are those 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, Alaska Natives or Native Hawaiians, Hispanic Americans, Asian Pacific Americans, and Subcontinent Asian Americans. An individual who is not a member of one of these groups must establish individual social disadvantage by a preponderance of evidence. 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.

Firms owned by Alaska Native Corporations, Indian tribes, Native Hawaiian organizations, and Community Development Corporations can also apply to the SBA for 8(a) business development assistance.

So that approved firms can obtain training, counseling, and business development assistance, SBA designates a staff person at a local SBA district office, geographically near the business to coordinate the firm's business development assistance.

SBA is responsible for:

- Determining whether a business qualifies for the 8(a) Business Development program;
- Determining whether a business continues to qualify, during the nine-year term;
- Approving Mentor/Protégé agreements between 8(a) firms and large businesses;
- Providing technical guidance and business development assistance during the nine-year term.

For additional information, visit

www.sba.gov/8a.



Loan Officers:

Alison Kim	770-455-4977
Alyna Chew	770-455-4976
Chris Chou	770-455-4986
Daniel Park	770-454-1862
Johnny Lee	770-455-4987
Michael Choi	770-454-1859
Palak Barot	770-454-1865
Sean Han	770-454-1860
Stephen Sim	770-454-1868
Hwa Saeng Kim	770-455-4973
Nack Paek	770-455-4971

*Your business is our business at Metro City Bank.
We believe in long-term banking relationships;
We see our customers as friends in the
community and partners in business.*

METRO CITY BANK



SBA Preferred Lender
SWIFT Code: GMCBUS3A

- Small Business Administration (SBA) Loans
 - ✓ SBA Express
 - ✓ SBA Lender Advantage
 - ✓ SBA 504
 - ✓ SBA 7a
- USDA (B&I) Loans
- Commercial Loans
- Commercial Real Estate Loans
- Automobile Loans
- Residential Mortgage Loans

CONTRACTING

SBA LOANS RANKED #1 IN GA (Fiscal Year 2009 – 2011 in total dollar amount)

Please Contact us: 770-455-4985

www.metrocitybank.com

MAIN OFFICE

5441 Buford Highway., #109
Doraville, GA 30340
770-455-4989

DULUTH BRANCH

3725 Old Norcross Rd., #A
Duluth, GA 30096
770-495-1774

SUWANEE BRANCH

2790 L'ville-Suwanee Rd., #105
Suwanee, GA 30024
678-482-2996

SUGARLOAF BRANCH

1295 Old Peachtree Rd., #180
Suwanee, GA 30024
678-735-5150

JOHNS CREEK BRANCH

10820 Abbotts Bridge Rd., #140
Johns Creek, GA 30097
770-495-2423

NORCROSS BRANCH

5495 Jimmy Carter Blvd., #167
Norcross, GA 30093
678-689-0093

EAST ALABAMA BRANCH

1805 Gateway Drive
Opelika, AL 36801
334-741-1300

SMALL DISADVANTAGED BUSINESS

A Small Disadvantaged Business (SDB) is defined as a small business that is at least 51 percent owned and controlled by one or more individuals who are socially and economically disadvantaged.

There is a federal government-wide goal of awarding at least 5 percent of prime contracting dollars to SDBs each year. Large prime contractors must also establish a subcontracting goal for SDBs in their subcontracting plans.

Firms self-certify as SDB without submitting any application to the SBA; however, firms approved by the SBA into the 8(a) Business Development program are automatically certified as an SDB. To self-certify, firms should update their System for Award Management (SAM), previously CCR, profiles and update their ORCA profiles, making sure that both profiles reflect their SDB status.

SERVICE-DISABLED VETERAN-OWNED SMALL BUSINESS

The Service-Disabled Veteran-Owned Small Business (SDVOSB) program has a federal government-wide goal of awarding at least 3 percent of prime and subcontracting dollars to Service-Disabled Veteran-Owned Small Businesses each year. Large prime contractors must also establish a subcontracting goal for Veteran-Owned Small Businesses in their subcontracting plans. These subcontracting goals are reviewed at time of proposal by both the contracting officer and the SBA prior to the award of a contract.

The SDVOSB protest is administered by SBA to ensure that only businesses owned by service-disabled veterans receive contracts reserved exclusively for them. When a business's SDVOSB self-certification is challenged, the SBA determines if the business meets the status, ownership and control requirements.

To determine your eligibility, contact your local veterans' business development officer, visit the various program websites, or contact SBA's Office of Veterans Business Development at www.sba.gov/about-offices-content/1/2985.

WOMEN-OWNED SMALL BUSINESS FEDERAL CONTRACT PROGRAM

On October 7, 2010, the SBA published a final rule effective February 4, 2011, aimed at expanding federal

contracting opportunities for women-owned small businesses. The Women-Owned Small Business (WOSB) Federal Contract program authorizes contracting officers to set aside certain federal contracts for eligible women-owned businesses and economically disadvantaged women-owned small businesses.

To be eligible, a firm must be at least 51 percent owned or controlled by one or more women. The women must be U.S. citizens. The firm must be "small" in its primary industry in accordance with SBA's size standards for that industry. To be deemed "economically

disadvantaged" its owners must demonstrate economic disadvantage in accordance with the requirements set forth in the final rule. For additional information, visit www.sba.gov/content/contracting-opportunities-women-owned-small-businesses.

Large prime contractors must also establish a subcontracting goal for Woman-Owned Small Businesses in their Subcontracting Plans. These subcontracting goals are reviewed at time of proposal by both the contracting officer and the SBA prior to the award of a contract.

WHAT YOU SHOULD KNOW ABOUT YOUR BUSINESS

To be eligible to bid on a federal contract, you must know your business. Answer the following three questions:

1. Are you a small business?

Is your small business:

- Organized for profit?
- Located in the U.S.?
- Operated primarily within the U.S. or making a significant contribution to the U.S. economy through payment of taxes or use of American products, materials, or labor?
- Independently owned and operated?
- Not dominant in the field of operation in which it is bidding for government contracts?
- A sole proprietorship, partnership, corporation, or any other legal form?

If the first six criteria apply to your business, ask yourself the second important question to find out if your business meets size standard requirements.

2. What is the size standard for your business?

Size standards are used to determine whether a business is small or "other than small." Size standards vary depending upon the industry. To determine the size standard for your business, you will need a North American Industrial Classification code (NAICS). Every federal agency uses these codes when considering your business. To determine your NAICS code, go to www.census.gov/eos/www/naics/. Some SBA programs require their own unique size standards. To find out more about these requirements and other size standard information, go to www.sba.gov/size.

3. Do you fall under a specific certification?

Under the umbrella of "small business," SBA has outlined several specific certifications that businesses may fall under. These certifications are divided into two categories:

SBA-Certified and Self-Certified.

The SBA-Certified Programs were created to assist specific businesses in securing federal contracts and therefore can only be issued by SBA administrators. For the Self-Certified Programs, you can determine for yourself if your business meets the requirements by referring to the Federal Acquisition Regulation (FAR).

Just as Congress has given federal agencies a goal of procuring 23 percent of federal contracts from small businesses, so too must federal agencies meet specific contracting goals for other categories of small firms. These goals are:

- 23 percent of contracts for Small Businesses
- 5 percent of contracts go to Small Disadvantaged Businesses
- 5 percent go to Women-Owned Small Businesses
- 3 percent go to Service-Disabled Veteran-Owned Small Businesses
- 3 percent go to HUBZone Small Businesses

Federal agencies have a strong incentive to fulfill these contracting goals. You should apply for those SBA-Certified and Self-Certified programs for which you qualify to take advantage of contracting opportunities.

GETTING STARTED IN CONTRACTING

Once you have identified the important information regarding your business, it is time to start the process of procuring a government contract.

1. Identify your DUNS (Data Universal Numbering System) Number

To register your business, obtain a DUNS number used to identify and track millions of businesses. You can obtain your free DUNS number when registering with the System for Award Management. Log on to www.sam.gov for more information or by contacting Dun & Bradstreet at www.dnb.com.

2. Identify your EIN (Employer Identification Number)

An EIN, otherwise known as a federal tax identification number, is generally required of all businesses. For more information, go to www.irs.gov.

3. Identify your NAICS (North American Industry Classification) codes

The NAICS codes are used to classify the industry a particular business occupies. You will need at least one NAICS code to complete your registration, but be sure to list as many as apply. You may also add or change NAICS codes at any time. Visit www.census.gov/eos/www/naics/ to find NAICS codes.

4. Identify your SIC (Standard Industrial Classification) codes

The SIC codes are four-digit numbers that are used to classify the industry a particular business occupies. While NAICS codes have largely replaced SIC codes, you will still need to provide your SIC code. SIC codes can be found at www.osha.gov/pls/imis/sicsearch.html.

5. Register with the System for Award Management (SAM), formerly the (Central Contractor Registration)

The SAM is an online federal government maintained database of companies wanting to do business with the federal government. Agencies search the database for prospective vendors. Register at SAM.gov.

After completing registration, you will be asked to enter your small business profile information through the SBA Supplemental Page. The information will be displayed in the Dynamic Small Business Search.

Creating a profile in SAM and keeping it current ensures your firm has access to federal contracting opportunities. Entering your small business profile, including your business information and key word description, allows contracting officers, prime contractors, and buyers from state and local governments to learn about your company.

6. Register with the GSA Schedule

The GSA (General Services Administration) Multiple Award Schedule (aka Federal Supply Schedule) is used by GSA to establish long-term, government wide contracts with commercial firms.

Once these contracts are established, government agencies can order the supplies and services they need directly from the firms through the use of an online shopping tool. Becoming a GSA schedule contractor increases your opportunity for contracts across all levels of government. Businesses interested in becoming GSA schedule contractors should review the information available at www.gsa.gov/schedules.

7. Make Sure Your Business is Financially Sound

This critical step is absolutely necessary to make sure that your business is financially prepared for the journey ahead. Even if you are able to obtain a government contract, you will not be receiving all of the money at once. It helps to have a clear plan of how your business will stage the benefits of the contract.

8. Search Federal Business Opportunities (FedBizOpps) for Contracting Opportunities

FedBizOpps, is an online service operated by the federal government that announces available business opportunities. FedBizOpps helps identify the needs of federal agencies and available contracting opportunities. To begin searching for contracting opportunities, go to www.fbo.gov.

9. Marketing Your Business

Registering your business is not enough to obtain a federal contract; you will need to market your business to attract federal agencies. Tips for good marketing are:

- Determine which federal agencies buy your product or service, and get to know them;
- Identify the contracting procedures of those agencies;
- Focus on opportunities in your niche and prioritize them.

Although not required, you may want to obtain a PSC (Product Services Code) and/or a FSC (Federal Supply Classification). These codes provide additional information about the services and products your business offers.

ADDITIONAL PROCUREMENT RESOURCES

The following federal procurement resources may also be of assistance:

- **The Certificates of Competency (CoC) program** allows a small business, which is the apparent successful offeror, to appeal a contracting officer's non-responsibility determination that it is unable to fulfill the requirements of a specific government contract. 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 capability to perform, the SBA issues a Certificate of Competency to the contracting officer, requiring award of that contract to the small business.

- **Procurement Center Representatives (PCR) and Commercial Marketing Representatives (CMR):** PCRs work to increase the small business share of federal procurement awards. CMRs offer many services to small businesses, including counseling on how to obtain subcontracts. To find a PCR or CMR near you, go to www.sba.gov/content/procurement-center-representatives.
- **PTACs (Procurement Technical Assistance Centers):** PTACs provide assistance to businesses that want to sell products and services to federal, state, and/or local government. To find a PTAC in your state, go to www.dla.mil/SmallBusiness/Pages/ptap.aspx.

- **Department of Defense** (The DoD is the largest purchaser of goods from small businesses): www.acq.osd.mil/osbp/
- **Office of Federal Procurement Policy:** www.whitehouse.gov/omb/procurement_default
- **Acquisition Forecast:** www.acquisition.gov/comp/procurement_forecasts/index.html
- **Federal Supply Schedule (FSS):** www.gsa.gov
- **GSA Center for Acquisition Excellence:** www.gsa.gov/portal/content/103487

SBA DISASTER ASSISTANCE

Getting Back on Your Feet After a Disaster

The Disaster Assistance Program is the SBA's largest direct loan program, and the only form of SBA assistance not limited to small businesses. SBA is responsible for providing affordable, timely and accessible financial assistance to homeowners, renters, businesses of all sizes and private, nonprofit organizations following declared disasters. By law, governmental units and agricultural enterprises are ineligible.

The SBA offers two types of disaster loans — Physical and Economic Injury Disaster Loans.

Home Physical Disaster Loans up to \$200,000 are available to eligible homeowners to repair or restore to its pre-disaster condition damaged or destroyed real estate not fully covered by insurance. Renters and homeowners alike may borrow up to \$40,000 to repair or replace clothing, furniture, cars, appliances, etc., that are damaged or destroyed in the disaster.

Business Physical Disaster Loans up to \$2 million are available to qualified businesses or private, nonprofit organizations of any size to help restore or replace damaged real estate, inventory, machinery, equipment and other business assets to its pre-disaster condition.

The SBA can also lend additional funds to homeowners and businesses to help with the cost of making improvements that protect, prevent or minimize the same type of disaster damage from occurring again.

Economic Injury Disaster Loans (EIDLs) are working capital loans available to qualified small businesses, agricultural cooperatives, businesses engaged in aquaculture and most private nonprofit organizations of all sizes that suffered financial losses because of the disaster, regardless of physical damage. The SBA can loan up to \$2 million to provide the necessary working capital to help small businesses pay fixed debts, payroll, accounts payable and other bills that could have been covered had the disaster not occurred. The loan is not intended to replace lost sales or profits. The

combined limit for economic injury and physical damage assistance for businesses is \$2 million.

Military Reservist Economic Injury Disaster Loans (MREIDLs) are working capital loans for small businesses adversely affected when an essential employee is called up to active duty by the National Guard or Reserves. An "essential employee" is defined as an individual (whether or not the owner of the small business) whose managerial or technical skill is critical to the successfully daily operation of the business. The loan limit is \$2 million, and the funds may be used to pay necessary operating expenses as they mature until operations return to normal after the essential employee is released from active military duty. The MREIDLs cannot be used to replace lost profits.

For all disaster loans, the SBA can only approve loans to applicants having a credit history acceptable to the SBA and who also show the ability to repay the loans. The loan terms are established in accordance with the borrower's repayment ability. The law gives the SBA several powerful tools to make disaster loans affordable: low-interest rates (around 4 percent), long-terms (up to 30 years), and refinancing of prior liens (in some cases). As required by law, the interest rate for each loan is based on the SBA's determination of whether the applicant has credit available elsewhere (the ability to borrow or use their own resources to recover after the disaster).

More information on all of the SBA's disaster assistance programs, including information for military Reservists, is available at www.sba.gov/disaster.

Disaster Preparedness

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

With proper planning, surviving begins long before the disaster strikes—or before active-duty orders are received. Your planning should include insurance coverage, emergency power, protection of 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 disaster preparedness page of the SBA's website at www.sba.gov/prepare.

The page provides links to resources to help you put together your own emergency plan, preparedness tips, and fact sheets about SBA recovery assistance for homeowners, renters, businesses of all sizes and private, nonprofit organizations. The SBA has partnered with the American Red Cross to increase awareness in the business community about the Red Cross Ready Rating™ Program. Ready Rating™ is a free, self-paced, web-based membership program that helps a business measure its ability to deal with emergencies, and gives customized feedback on how to improve those efforts. Visit www.readyrating.org.

Additionally, to help small businesses with their preparedness planning, the SBA has teamed up with Agility Recovery Solutions to offer business continuity strategies for entrepreneurs via their "PrepareMyBusiness" website. In addition to offering practical disaster preparedness tips, Agility is the co-host (with the SBA) of a monthly disaster planning webinar for business owners. Previous webinar topics have included discussions on crisis communications, testing your recovery plan, and using social media to enhance business recovery. Visit www.preparemybusiness.org to get the schedule for future webinars, view archived webinars and for more disaster planning tips.

As small businesses are leading America's economic recovery, many of them are investing time and money into their plans to grow and create jobs. Developing a strong disaster preparedness plan should be a critical and integral piece of those efforts. Planning for a disaster is the best way of limiting its effects.

Additional information on developing an emergency plan is available at the federal government's preparedness website www.ready.gov.

The Institute for Business and Home Safety (www.disastersafety.org) also offers useful tips on protecting your home or business.

ADVOCACY AND OMBUDSMAN

Watching Out for Small Business Interests



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. The Advocacy office compiles and interprets statistics on small business and is the primary entity within the federal government to disseminate small business data.

Headed by the chief counsel for Advocacy, the office also funds outside research of small business issues and produces numerous publications to inform policy makers about the important role of small businesses in the economy and the impact of government policies on small businesses. 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.

Learn more about the Office of Advocacy at www.sba.gov/advocacy.

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 ombudsman receives comments regarding federal regulatory

enforcement 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 owners. Each year the National Ombudsman files a report with the U.S. Congress on the responsiveness of federal agencies regarding their actions of regulatory and compliance enforcement on small businesses.

To request help, send the National Ombudsman a complete Federal Agency Comment Form. You may do this online at www.sba.gov/ombudsman; by fax at 202-481-5719; or by mail at 409 Third Street S.W., Mail Code 2120, Washington, DC 20416.

The Ombudsman also coordinates 10 Regional Regulatory Fairness Boards that meet regularly to receive comments about federal regulations affecting small businesses.

Learn more about the National Ombudsman at www.sba.gov/ombudsman or call 888-REG-FAIR.

ADDITIONAL RESOURCES

Taking Care of Startup Logistics



Even if you are running a small home-based business, you will have to comply with many local, state and federal regulations. 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. 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 LICENSES

There are many types of licenses, both state and local as well as professional. Depending on what you do and where you plan to operate, your business may be required to have various state and/or municipal licenses, certificates or permits.

Licenses are typically administered by a variety of state and local departments. Consult your state or local government for assistance.

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 want to use the same name. For more information, contact the county clerk's office in the county where your business is based. If you are a corporation, you'll need to check with the state.

BUSINESS INSURANCE

Like home insurance, business insurance protects 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 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 insurance you need to ensure 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 of operations during a period of ownership transition caused by the death, incapacitation or absence due to a Title 10 military activation 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.

TAXES

Taxes are an important and complex aspect of owning and operating a successful business. Your accountant, payroll person, or tax advisor may be very knowledgeable, but there are still many facets of tax law that you should know. The Internal Revenue Service is a great source for tax information. Small Business/Self-Employed Tax Center: www.irs.gov/businesses/small/index.html.

When you are running a business, you don't need to be a tax expert. However, you do need some tax basics. The IRS Small Business/Self-Employed Tax Center gives you the information you need to stay tax compliant so your business can thrive.

Small Business Forms and Publications www.irs.gov/businesses/small/article.html.

Download multiple small business and self-employed forms and publications.

FEDERAL PAYROLL TAX (EIN NUMBERS)

An Employer Identification Number (EIN), also known as a Federal Employer Identification Number (FEIN), is used to identify a business entity. Generally, businesses need an EIN to pay federal withholding tax.

You may apply for an EIN in various ways, one of which is to apply online at www.irs.gov/businesses/small/article/0,,id=102767,00.html. This is a free service offered by the Internal Revenue Service.

Call 800-829-1040 if you have questions. You must check with your state to determine if you need a state number or charter.

FEDERAL SELF-EMPLOYMENT TAX

Every employee must pay Social Security and Medicare taxes. 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 or www.irs.gov.

Sales Tax

In Georgia, there is a 4 percent sales and use tax which applies to the retail purchase, retail sale, rental, storage, use or consumption of tangible personal property and certain services. There are exemptions on some sales taxes that cover prescription drugs, eyeglasses and contact lenses. There is no sales tax on certain foods, such as milk and eggs, that are sold for off-site consumption.

In addition, some counties have local option sales and use taxes to pay for certain projects. Please check with your local county officials on these taxes.

A sales tax number is required for each business before opening. The number plus instructions for collection, reporting and remitting the money to the state on a monthly basis can be obtained from:

Georgia Department of Revenue

Sales and Use Tax Division
1800 Century Center Blvd. N.E., Ste. 8214
Atlanta, GA 30345
1-877-423-6711 Toll Free outside metro
Atlanta
www.dor.ga.gov

Paying Business Taxes

Business owners are required by law to withhold the following from wages paid to employees: federal income taxes, state income taxes, and FICA (Social Security) Insurance.

A business must also file an income tax return with both the federal government and the State of Georgia on its earnings. Businesses may

be required to file estimated tax returns and pay estimated taxes on a quarterly basis.

For federal tax information, contact: **U.S. Internal Revenue Service**

275 Peachtree St. N.E.
Atlanta, GA 30303
800-829-1040
www.irs.gov

State tax information is available at the:

Georgia Department of Revenue

Georgia Tax Center Information at
www.gataxinfo.org
Georgia Income Tax Division
P.O. Box 105296
Atlanta, GA 30348
1-877-423-6711 Toll Free
www.dor.ga.gov

The IRS has a number of publications that are available upon request. One is "Your Business Tax Kit" which identifies data and forms for a Federal Employer ID Number and a fax guide for small businesses. This can be ordered by calling Forms and Publications at 800-829-1040, or through a visit to your local IRS office.

Self-employed taxpayers must also pay social security and Medicare taxes in the form of self-employment taxes. The programs funded by employment taxes provide essential benefits to many citizens. The importance of the programs will continue to grow as more citizens reach retirement age.

The easiest way to file and pay all of your federal taxes - employment taxes for businesses and your individual Form 1040 or estimated tax payments - can be viewed from the www.irs.gov home page. Just click on the "e-file" logo. The following publications explain how to do an electronic filing and e-payments: Publication 3937 - IRS e-file for Business, Publication 966A - Now a Full Range of Electronic Choices to Pay All Your Federal Taxes.

IRS cautions taxpayers to seek expert advice before they subscribe to any scheme that offers promises of instant wealth or exemption from taxes. Tax professionals enrolled with the IRS and the Small Business Administration can advise you of legitimate deductions for your activities. Business owners who anticipate hiring individuals to work in their enterprise are encouraged to call 800-829-1040 to inquire about tax law and account issues, order the tax forms, and publications pertaining to employment taxes.

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, contact your state government.

FEDERAL INCOME TAX

Like the state income tax, the method of paying federal income taxes depends upon your legal form of business.

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 and 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 return (Form 1120). You will also be required to report your earnings from the corporation including salary and other income such as dividends on your personal federal income tax return (Form 1040).

FEDERAL PAYROLL TAX

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

State Purchasing Office

The web site for this office is located at: <http://statepurchasing.doas.georgia.gov>.

This site is loaded with information to help a small business gain equal access and competition among vendors in providing goods and services to state and local governments in Georgia. When you enter this site, click on "Resources" which will bring up "Vendor Tools." This site offers access to the state's Vendor Manual, Vendor Services, Terms and Conditions and Agency Procurement Contacts. Links are also available under "Resources" to National Institute of Governmental Purchasing (NIGP) Codes; Environmental Requirements; Procurement Links; and Standard Purchasing Forms.

There is also a "Presentations" link that offers purchasing-related "PowerPoint" presentations given by program area managers and Department of Administrative Services (DOAS) leadership.

State Purchasing Office

Sid Johnson, Director
200 Piedmont Ave. S.E., Ste. 1308
West Tower
Atlanta, GA 30334
404-657-6000

IRS WEB PRODUCTS FOR SMALL BUSINESSES

For the most timely and up-to-date tax information, go to www.irs.gov/businesses/small/index.html.

VIRTUAL SMALL BUSINESS WORKSHOP

www.tax.gov/virtualworkshop/

The Virtual Small Business Tax Workshop is the first of a series of video products designed exclusively for small business taxpayers. This workshop helps business owners understand federal tax obligations. The Virtual Small Business Workshop is available on CD at www.irs.gov/businesses/small/article/0,,id=101169,00.html and online www.irsvideos.gov/virtualworkshop/ if you are unable to

attend a workshop in person. Small business workshops are designed to help the small business owner understand and fulfill their federal tax responsibilities. Workshops are sponsored and presented by IRS partners who are federal tax specialists.

Workshop topics vary from a general overview of taxes to more specific topics such as recordkeeping and retirement plans. Although most are free, some workshops have fees associated with them. Fees for a workshop are charged by the sponsoring organization, not the IRS.

The IRS's Virtual Small Business Tax Workshop is an interactive resource to help small business owners learn about their federal tax rights and responsibilities. This educational product, available online and on CD consists of nine stand-alone lessons that can be selected and viewed in any sequence. A bookmark feature makes it possible to leave and return to a specific point within the lesson. Users also have access to a list of useful online references that enhance the learning experience by allowing them to view references and the video lessons simultaneously.

Tax Calendar for Small Businesses and Self-Employed (Publication 1518) www.irs.gov/businesses/small/article/0,,id=176080,00.html.

The Tax Calendar for Small Businesses and Self-Employed contains useful information on general business taxes, IRS and SSA customer assistance, electronic filing and paying options, retirement plans, business publications and forms, common tax filing dates, and federal legal holidays.

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 payday, 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 presented in a variety of ways, including 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.

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 towards, 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

www.ssa.gov

Georgia Department of Labor

Employers who want to establish a new business in Georgia must fill out an Employer Status Report (DOL 1 Form) with the Georgia Department of Labor. All employers must file quarterly reports (DOL 4 Form) reporting salaries and wages of employees. The telephone number for the department's Employer Accounts Office is 404-232-3220.

The department is responsible for the administration of employment-related programs and training services vital to the state's economic development. Services are provided through 53 Career Centers, a network of partner agencies and on: www.dol.state.ga.us the department's electronic one-stop service center.

The central office of the Georgia Department of Labor is at 148 Andrew Young International Boulevard, Atlanta, GA 30303-1751. The website is: www.dol.state.ga.us.

For information on state labor laws, work force availability, prevailing wages, unemployment insurance, unionization, benefits packages and employment services, contact:

Social Security Administration

800-772-1213 • www.ssa.gov

Georgia Department of Labor

Employers who want to establish a new business in Georgia must fill out an Employer Status Report (DOL 1 Form) with the Georgia Department of Labor. All employers must file quarterly reports (DOL 4 Form) reporting salaries and wages of employees. The telephone number for the department's Employer Accounts Office is 404-232-3220.

The Employee Benefits Security Administration (EBSA), of the U.S. Department of Labor, administers the Employee Retirement Income Security Act (ERISA) which regulates employer-sponsored pension and welfare benefit plans. Employee benefit plans are voluntarily established and maintained

by an employer, employee organization, or jointly by one or more such employers and an employee organization.

Employers are encouraged to consider providing employee benefit plans in order to attract and retain employees. For more information, call 404-302-3900 or see SBA's and EBSA's cosponsored website: www.selectaretirementplan.org.

Workers' Compensation

If a business employs three or more people, workers' compensation insurance must be carried to provide protection to those injured in an accident on the job. The State Board of Workers' Compensation aids people who need claim assistance. For information, contact:

The State Board of Workers' Compensation

270 Peachtree St. N.W.
Atlanta, GA 30303-1299
404-656-3875
www.state.ga.us/sbwc

Federal Wage Laws

Practically all business entities are subject to the federal minimum wage, overtime and child labor laws. Information on these laws, and other federal laws pertaining to labor, can be obtained from:

The U.S. Department of Labor

Wage and Hour Division
61 Forsyth St. S.W.
Atlanta, GA 30303
404-893-4600
www.dol.gov

Social Security's Business Services Online

The Social Security Administration now provides free electronic services online at www.socialsecurity.gov/employer/. Once registered for Business Services Online, business owners or their authorized representative can:

- file W-2s online; and
- verify Social Security numbers through the Social Security Number Verification Service, used for all employees prior to preparing and submitting Forms W-2.

Federal Withholding

U.S. Internal Revenue Service
800-829-1040
www.irs.gov

Health Insurance

Compare plans in your area at www.healthcare.gov.

Employee Insurance

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

Georgia Department of Labor

Adjudication Section, Sussex Place,
148 International Blvd. N.E., Ste. 850
Atlanta, GA 30303-1751
404-232-3180
www.dol.state.ga.us

WORKPLACE DISABILITY PROGRAMS

Americans with Disabilities Act (ADA): For assistance with the ADA, call 800-669-3362 or visit www.ada.gov.

U.S. CITIZENSHIP AND IMMIGRATION SERVICES

The Federal Immigration Reform and Control Act of 1986 requires employers to verify 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 through the Employer Hotline. For forms call 800-870-3676, for the Employer Hotline call 800-357-2099.

Alcoholic Beverage License

Businesses which sell alcoholic beverages must have a state and local alcoholic beverage licenses. The application forms must be completed before the business is opened. The Department of Revenue can be of assistance in preparing the application. For more information and application forms, contact:

Department of Revenue

The State Board of Workers' Compensation
270 Peachtree St. N.W.
Atlanta, GA 30303-1299
404-656-3875
www.state.ga.us/sbwc

GA Department Of Agriculture

Businesses involved in food processing or grocery sales need a food sales establishment license from the Georgia Department of Agriculture before starting a business. An inspection is also required and may be requested by phone. Help can be obtained from the Department of Agriculture in preparing for the inspection. It is advised that business owners contact the department before investing in any renovations, equipment or plans.

Georgia Department of Agriculture

Consumer Protection Division
Agriculture Bldg., Rm. 306
Atlanta, GA 30334
404-656-3627
www.agr.georgia.gov

E-Verify: Employment Eligibility Verification

E-Verify, operated by the Department of Homeland Security in partnership with the Social Security Administration, is the best--and quickest--way for employers to determine the employment eligibility of new hires. It is a safe, simple, and secure Internet-based system that electronically verifies the Social Security number and employment eligibility information reported on Form I-9. E-Verify is voluntary in most states and there is no charge to use it.

If you are an employer or employee and would like more information about the E-Verify program, please visit www.dhs.gov/E-Verify or contact our Customer Support staff: 1-888-464-4218 Monday – Friday 8 a.m. – 5 p.m. E-mail: e-verify@dhs.gov

SAFETY AND HEALTH REGULATIONS

All businesses with employees are required to comply with state and federal regulations regarding the protection of employees. The Occupational Safety and Health Administration outlines specific health and safety standards adopted by the U.S. Department of Labor.

U.S. Department of Labor

Federal Occupational Safety & Health Administration
Department of Labor
820 First St. N.E.
Washington, DC 20020
866-487-2365
www.dol.gov

OSHA/Atlanta East Area Office

LaVista Perimeter Office Park
2183 N. Lake Pkwy., Bldg. 7, Ste. 110
Tucker, GA 30084
770-493-6644 • 770-493-7725 Fax

OSHA/Atlanta West Area Office

2400 Herodian Way, Ste. 250
Smyrna, GA 30080
678-903-7301 • 770-984-8855 Fax

OSHA/Savannah Area Office

450 Mall Blvd., Ste. J
Savannah, GA 31406
912-652-4393 • 912-652-4329 Fax

Environmental Health Department

Businesses engaged in cooking or preparation of food to be served, including restaurants, hotels and nursing homes, are licensed by the county environmental health department. For more information, contact the environmental health department in your county. Environmental Protection Programs

The Georgia Department of Natural Resources created a Small Business Assistance Program (SBAP) in 1993 in accordance with the 1990 Clean Air Act Amendments.

The goal of the SBAP is to help small business comply with environmental requirements.

Georgia's environmental regulations require many small businesses to obtain permits, install pollution control equipment, and maintain required emissions records.

A small business is defined as one employing less than 100 employees.

The SBAP is made up of three parts: The Small Business Technical Assistance Program, the Ombudsman and the Compliance Advisory Panel (CAP). On request, the SBAP provides free and confidential technical assistance. These services include:

- Permit Assistance
- On-site compliance assessment visits
- Help in addressing air quality problems
- Complaint resolution of air issues
- Pollution prevention to reduce waste and meet emission requirements
- Representing small businesses on regulatory review and updates
- Resolving disputes from small business against the Air Protection Branch

More details on SBAP are available at the Department of Natural Resources web site: www.dnr.state.ga.us. At the site, go to the Environmental Protection

Division and click on “Technical Guidance Category.”

SBAP encourages small businesses, outside of Atlanta, to request assistance by calling toll free at 877-427-6255.

The state's Environmental Protection Division (EPD) provides technical help to local governments and businesses in complying with environmental laws. Its office is located at: 2 Martin Luther King Jr. Dr., Ste. 1152 E. Tower, Atlanta, GA 30334. Its main phone number is 404-657-5947 or call toll-free at 888-373-5947. The EPD web site is at www.gaepd.org. For environmental questions, call one of these EPD offices:

Cartersville	770-387-4900
Brunswick	912-264-7284
Atlanta	404-362-2671
Athens	706-369-6376
Augusta	706-792-7744
Macon	478-751-6612
Albany	229-430-4144

BUILDING CODES, PERMITS AND ZONING

It is important to consider zoning regulations when choosing a site for your business. You may not be permitted to conduct business out of your home or engage in industrial activity in a retail district. Contact the business license office in the city or town where the business is located.



BAR CODING

Many stores require bar coding on packaged products. Many industrial and manufacturing companies use bar coding to identify items they receive and ship. There are several companies that can assist businesses with bar-coding needs. You may want to talk with an SBDC, SCORE or WBC counselor for more information.

Federal Registration of Trademarks and Copyrights

Trademarks or service marks are words, phrases, symbols, designs or combinations thereof that identify and distinguish the source of goods. Trademarks may be registered at both the state and federal level. To register a federal trademark, contact:

U.S. Patent and Trademark Office:

P.O. Box 1450
Alexandria, VA 22313-1450
800-786-9199
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 more information about applications for registration of trademark or service mark, contact the:

Special Services Division

Secretary of State, Corporations Division
315 W. Tower, Floyd Bldg.
2 Martin Luther King Jr. Dr. S.E.
Atlanta, GA 30334
404-656-2817
www.sos.ga.gov

Caution: Federally registered trademarks may conflict with and supersede state registered business and product names.

Patents

A patent is the grant of a property right to the inventor by the U.S. Patent and Trademark Office. It provides the owner with the right to exclude others from making, using, offering for sale or selling the patented item in the United States.

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 • www.uspto.gov

BUSINESS ORGANIZATION: Choosing Your Business Structure

There are many forms of legal structure you may choose for your business. Each legal structure offers organizational options with different 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.

The most common organizational structures are sole proprietorships, general and limited partnerships and limited liability companies.

Each structure offers unique tax and liability benefits. If you're uncertain which business format is right for you, you may want to discuss options with a business counselor or attorney.

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 rate. The owner has complete control of the business, but faces unlimited liability for its debts. There is very little government regulation or reporting required with this business structure.

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 agreement is recommended to address potential conflicts such as: who will be

Copyrights

Copyrights protect original works of authorship including literary, dramatic, musical and artistic, and certain other intellectual works. Copyrights do not protect facts, ideas and systems, although it may protect the way these things are expressed. For general information contact:

U.S. Copyright Office

responsible for performing each task; what, if any, consultation is needed between partners before major decisions, and what happens when a partner dies. 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, a limited partnership is established by an agreement between two or more persons. 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 of their investment, and liability is similarly limited in proportion to their investment.

LLCs and LLPs

The limited liability company is a relatively new 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. The limited liability partnership is similar to the LLC, but it is for professional organizations.

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

OTHER ASSISTANCE

OTHER SOURCES OF ASSISTANCE

County/Regional Economic Development Organizations

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. The following organizations are involved with economic development in their respective areas of the state:

ATLANTA DEVELOPMENT AUTHORITY

86 Pryor St. S.W., Ste. 300
Atlanta, GA 30303
Contact: Lonnie Saboor
404-880-4100 City of Atlanta Only
404-880-9333 Fax

ATLANTA REGIONAL COMMISSION

404-463-3100 • 404-463-3105 Fax
www.atlantaregional.com

CENTRAL SAVANNAH RIVER AREA REGIONAL COMMISSION

706-210-2000 • 706-210-2006 Fax
Augusta
www.csarc.ga.gov

THREE RIVERS REGIONAL COMMISSION

706-675-6721 • 706-675-0448 Fax
Franklin
www.threerivers.com

COASTAL REGIONAL COMMISSION

912-262-2800 • 912-262-2313 Fax
Brunswick
www.crc.ga.gov

NORTHWEST GEORGIA REGIONAL COMMISSION

706-295-6485 • 706-295-6665 Fax
Rome
www.nwgrc.org

GEORGIA MOUNTAINS REGIONAL COMMISSION

770-538-2626 • 770-538-2625 Fax
Gainesville
www.gmrc.ga.gov

HEART OF GEORGIA-ALTAMAHA REGIONAL COMMISSION

478-374-4771 • 478-374-0703 Fax
Eastman
www.hogarc.org

RIVER VALLEY REGIONAL COMMISSION

706-256-2910 • 706-256-2908 Fax
Columbus and Americus
www.rivervalleyrc.org

THREE RIVERS REGIONAL COMMISSION

678-692-0510 • 678-692-0513 Fax
Griffin
www.threerivers.com

MIDDLE GEORGIA REGIONAL COMMISSION

478-751-6160 • 478-751-6517 Fax
Macon
www.middlegeorgiarc.org

NORTHEAST GEORGIA REGIONAL COMMISSION

706-369-5650 • 706-369-5792 Fax
Athens
www.negrc.org

SOUTHERN GEORGIA REGIONAL COMMISSION

229-333-5277 • 229-333-5312 Fax
Valdosta
www.sgrc.us

SOUTHWEST GEORGIA REGIONAL COMMISSION

229-522-3552 • 229-522-3558 Fax
Camilla
www.swgrc.org

Georgia Tech Enterprise Innovation Institute

The Institute offers a statewide program of assistance to Georgia companies, communities, entrepreneurs and economic developers. Georgia Tech's and economic development services are organized around four sets of customers:

- Entrepreneur Services, which includes the (1) Advanced Technology Development Center, Georgia Tech's science and technology incubator network, (2) the SBIR Assistance Program for the State of Georgia, which helps companies win federal SBIR and STTR grants to support product development, (3) the Georgia Minority Business Development Center, which helps emerging/existing minority businesses, and (4) the Centers of Innovation program, which is helping create clusters of technology development in Georgia's mid-sized cities.
- Industry Services helps companies use technology to become more competitive in world markets. Specialists in this group help firms with lean enterprise principles, energy and environmental management, new product and process development, international standards compliance, strategic planning and help in winning contracts from government agencies. Business and Industry Services includes the Georgia Tech Regional Office Network, which operates offices around the state.
- Community Policy and Research Services helps Georgia communities and agencies with research, planning and policy issues and provides professional development opportunities for economic development professionals.
- Commercialization Services helps move technology out of Georgia Tech's research

labs and into the marketplace. Georgia Tech's "VentureLab" program, which is supported by the Georgia Research Alliance, helps match university innovations (that have commercial potential) with entrepreneurs to launch new companies.

ENTERPRISE INNOVATION INSTITUTE

Georgia Institute of Technology
75 Fifth St. N.W., Ste. 380
Atlanta, GA 30308
404-894-5217
www.innovate.gatech.edu

Advanced Technology Development Center

The Advanced Technology Development Center (ATDC) helps Georgia entrepreneurs launch and build successful science and technology companies through incubator facilities in Atlanta, Savannah and Warner Robins. ATDC provides strategic business advice and connects its member companies to the people and resources they need to succeed. The Centers of Innovation are co-located with ATDC outside metro Atlanta. For details, please phone:

Atlanta: 404-894-3575
Atlanta/Biosciences 404-894-3575
Savannah: 912-963-2519
www.atdc.org

Georgia Tech Regional Office Network

The Georgia Tech Regional Office Network provides Georgia Tech outreach services statewide. There are nine offices located throughout Georgia to cover each region of the state. The offices are:

Gainesville (Northeast Region)	678-780-8060
Cartersville (Northwest Region)	770-387-4002
Augusta (Augusta Region)	706-721-4522
North Metro Atlanta	678-294-1579
South Metro Atlanta	404-895-5237
Western Region	706-881-0535
Dublin (Central Region)	478-275-5125
Albany (South Region)	229-430-6195
Savannah (Coastal Region)	912-963-2519

The website is: www.gtpac.org

Minority Business Development Agency (MBDA)

The MBDA Business Center is funded by the U.S. Department of Commerce and operated by the Georgia Tech Enterprise Innovation Institute. The Business Center is part of a national network of centers whose purpose is to increase the number of minority-owned businesses and strengthen existing ones. Its services include Access to Capital, Access to Markets, Business Consulting and Finance Management.

Donna Ennis, Project Director
404-894-2096
www.georgiambdc.org

Georgia Micro Enterprise Network (GMEN)

Georgia Micro Enterprise Network's mission is to create opportunities and support for microenterprise development in Georgia. GMEN member organizations around the state provide business development training and technical assistance or micro loans. A "micro" enterprise is a business that is owner-operated with less than five employees, and start-up capital needs of less than \$35,000. These businesses have projected initial gross revenues of less than \$100,000 annually. For further information, visit the GMEN website at www.georgiamicrobiz.com. GMEN economic development membership includes:

BUSINESS DEVELOPMENT & TRAINING ASSISTANCE

ANTIOCH MICRO ENTERPRISE NETWORK

Cassetta Heard, Program Director
1333 Blount Ave.
Augusta, GA 30901
706-724-0955
cassettaheard@aim.com
Counties covered: Columbia, McDuffie & Richmond.

CENTER FOR BLACK WOMEN'S WELLNESS

Jemea Dorsey, President/CEO
477 Windsor St. S.W., Rm. 309
Atlanta, GA 30312
404-688-9202
jemea@cbww.org
www.cbww.org
Counties covered: Fulton, DeKalb, Gwinnett & Cobb.

CORNERSTONE ASSOCIATION INC.

Gwendolyn Smith, CEO
1421 Iron Gate Blvd.
Jonesboro, GA 30238
404-444-3012
Gsmith100@comcast.net
www.acornerstone.org
Counties covered: Fulton & metro Atlanta.

DEKALB MICROENTERPRISE ALLIANCE

Roderick Wallace, Executive Director
100 Crescent Centre Pkwy., Ste. 395
Tucker, GA 30084
678-904-3465

EARLY COUNTY COMMUNITY DEVELOPMENT CORP.

Nancy Wright, Executive Director
987 N. Church St.
Blakely, GA 39823
229-724-7552
earlycocdc06@windstream.net
www.earlycocdc.org
Counties covered: Early, Seminole, Clay & Calhoun.

OTHER ASSISTANCE

EAST ATHENS DEVELOPMENT CORPORATION

Winston Heard, Executive Director
410 McKinley Dr.
Athens, GA 30601-3270
706-208-0048
wheard0822@aol.com
www.eadcinc.com
Counties covered: Clarke, Elbert, Franklin, Greene, Hart, Jackson, Madison, Oglethorpe & Wilkes.

THE EDGE CONNECTION

Patricia Harris, Executive Director
Kennesaw State University
1000 Chastain Rd., Mailbox #3305
Kennesaw, GA 30144
770-499-3228
theedge@kennesaw.edu
www.theedgeconnection.com
Counties covered: metro Atlanta.

GEORGIA CLIENT'S COUNCIL

Ovita Thornton, State Director
104 Marietta St. N.W., Ste. 250
Atlanta, GA 30303-2743
404-463-1952
Counties covered: Statewide

GEORGIA SBDC NETWORK

University of Georgia Business Outreach Services
Allan Adams, State Director
1180 E. Broad St.
Athens, GA 30602-5412
706-542-6762
aadams@georgiasbdc.org
www.sbdc.uga.edu
Counties covered: Statewide

GOODWILL INDUSTRIES OF NORTH GEORGIA/BUSINESS NOW

Yvonne Days-Cuffie, Program Manager
1295 Columbia Dr.
Decatur, GA 30032
404-728-8631
ydayscuffie@ging.org
www.ging.org
Counties covered: Cobb, Dekalb, Fulton & Gwinnett.

GREATER ROME AREA COMMUNITY ENTERPRISE

Karen Dublin, Executive Director
7 West Forest St. S.W.
Rome, GA 30161
706-346-2082
Gracefavor123@netscape.net
Counties covered: Floyd

PARTNERSHIP FOR COMMUNITY ACTION

Mohammad Saleem, President/CEO
815 Park North Blvd.
Clarkston, GA 30032
404-929-2500
Vanessa.rush@pcaction.org
www.pcaction.org
Counties covered: DeKalb, Rockdale & Gwinnett.

REFUGEE WOMEN'S NETWORK

Jessamyn Ressler-Maerlender, Interim Dir.
1431-A McLendon Dr.
Decatur, GA 30033
404-299-0180
director@riwn.org
www.riwn.org
Counties covered: DeKalb, metro Atlanta.

SOUTH METRO MICROENTERPRISE COALITION

Denny Danylchak, Program Director
102 Harbor Loop
Peachtree City, GA 30269
678-519-4404
djdanylchak99@yahoo.com
Counties covered: Henry, Clayton, Butts, Spaulding, Lamar & Pike.

Micro Loan Funds

These organizations provide loans under \$50,000

SOUTHWEST GEORGIA BUSINESS CENTER

Robert Cooke, Executive Director
1150 Industrial Dr., Ste. 144
Vienna, GA 31902
229-268-7592
Robert.cooke@swgau.org
www.swgau.org
Counties covered: Crisp and Dooly.

ACCESS TO CAPITAL FOR ENTREPRENEURS (ACE)

Grace Fricks, President/CEO
3173 Hwy. 129 N.
Cleveland, GA 30528
706-348-6609
fricks@aceloans.org
www.aceloans.org
Counties covered: Banks, Barrow, Bartow, Carroll, Catoosa, Chattooga, Dade, Dawson, Elbert, Fannin, Floyd, Franklin, Gilmer, Gordon, Gwinnett, Habersham, Hall, Haralson, Hart, Heard, Jackson, Lumpkin, Madison, Murray, Paulding, Pickens, Polk, Rabun, Stephens, Towns, Union, Walker, White and Whitfield.

ALBANY COMMUNITY TOGETHER

Thelma Adams Johnson, President/CEO
230 S. Jackson St., Ste. 154
Albany, GA 31701
229-420-4600
taact1@bellsouth.net
www.albanycommunitytogether.com
Counties covered: Baker, Calhoun, Colquitt, Decatur, Dougherty, Early, Grady, Lee, Miller, Mitchell, Seminole, Terrell, Thomas and Worth.

ATLANTA MICRO FUND INC.

Marvin Bryant, Manager
P100 Flat Shoals Ave. S.E.
Atlanta, GA 30316
678-539-6900
mbryant@ahand.org
www.atlantamicrofund.com
Counties covered: Clayton, Cobb, DeKalb, Douglas and Fulton.

ATLANTA WOMEN IN BUSINESS-LOANS, INC.

Lya Sorano, Principal
7380 Spout Springs Rd., Ste. 210-240
Flowery Branch, GA 30542
770-455-8088
atlantabizwomen@bellsouth.net
www.atlantawomeninbusinessloans.org
Area served: metro Atlanta

DEKALB ENTERPRISE BUSINESS CORPORATION

Charles Blackmon, Executive Director
100 Crescent Centre Pkwy., Ste. 395
Tucker, GA 30084
404-378-1899
charles.blackmon@debco.org
www.debco.org
Area served: Metro Atlanta.

SMALL BUSINESS ASSISTANCE CORPORATION

Tony O'Reilly, President
111 E. Liberty St., Ste. 100
Savannah, GA 31401
912-232-4700
toreilly@sbacsav.com
www.sbacsav.com
Area served: Southeast Georgia

SMALL BUSINESS FINANCE INSTITUTE

Charles Green, Executive Director
850 Piedmont Ave. N.E., Ste. 3317
Atlanta, GA 30308
404-406-3181
director@sbfi.org
www.sbfi.org
Area served: Statewide

SOUTHWEST GEORGIA BUSINESS CENTER

Robert Cooke, Executive Director
1150 Industrial Dr., Ste. 144
Vienna, GA 31092
229-268-7592
Robert.cooke@swgau.org
www.swgau.org
Counties covered: Crisp, Dooly

Native American Procurement and Technical Assistance Center

UIDA Business Services is a subsidiary of The National Center for American Indian Enterprise Development, is solely dedicated to developing American Indian economic self-sufficiency through business ownership. For more information, please call or write:

UIDA BUSINESS SERVICES

86 S. Cobb Dr./Mail Code 0510
Marietta, GA 30063
770-494-0431 • 770-494-1236 Fax
uida1@uida.org
www.uida.org

COLUMBUS-BUSINESS ONE STOP SHOP (BOSS)

Columbus Chamber of Commerce
1200 6th Ave.
Columbus, GA 31901
706-327-1566
www.columbusga.com

Georgia Department of Community Affairs

This Department publishes a 190-page Economic Development Finance Packet (EDFP) that contains a comprehensive listing of local, state and federal programs that are geared toward small business and other economic development in Georgia. The EDFP provides summaries of programs, the program requirements along with contact information. The EDFP has an extensive listing of programs available to existing and start-up firms with a concentration on micro loan funds available in the state.

The packet has a section on "How to Operate a Business Legally in Georgia" with information on getting a required Business License, a Health Department Permit for a restaurant or other food service, Federal and State taxes, Unemployment Insurance, and Wage Laws.

There is also information on incorporating a business and registering Trademarks. To obtain a copy of the EDFP, contact Ross Avina at 404-679-1593 or visit: www.dca.ga.gov

First Stop Business Center

The First Stop Business Information Center is located at the Secretary of State's website at www.sos.georgia.gov. It provides small business owners and prospective entrepreneurs with a central point of information for state regulatory requirements (licenses and permits) for operating a small business.

The Information Center, under "Sites of Interest," offers online links to Starter Resources, Brochures including an Economic Development Financing Packet, and Business Development Organizations including the SBA and Women's Business Centers. The Starter Resources include a link to the 33-page First Stop Business Guide. The Business Guide can be downloaded from the web site and contains links to the Secretary of State's Corporate Division and its Professional Licensing Board Division. Other resources in the guide include links to the IRS, Georgia Department of Revenue, Department of Labor, Small Business Development Centers (SBDC), and the Georgia Department of Agriculture.

The site also has this information: What Type of Legal Entity is Right for your Business, and What Georgia Employers Need to Know.

Every new business must have a business license to operate legally in Georgia. If the

OTHER ASSISTANCE

business is based within an incorporated city limit, the license must be obtained from the city. If the firm is located outside the city limits, the license must be obtained from the county. Professionals, such as engineers and architects, need to have a license before doing business in Georgia. The Office of the Professional Licensing Board Division can be reached in Macon at 478-207-2440. The address is 237 Coliseum Drive, Macon, GA 31217.

For more information, please contact:

SECRETARY OF STATE'S OFFICE

First Stop Business Information Center
2 Martin Luther King Jr. Dr.
Ste. 315, West Tower
Atlanta, GA 30334
404-656-2817
www.sos.state.ga.us

"OneGeorgia" Program

Some of the monies from the state's Tobacco Master Settlement are being allocated to the "OneGeorgia" Authority to be used for development in Georgia's rural areas and most economically distressed communities. A portion of these funds

provides financial assistance for speculative buildings and other "for profit" concerns in rural and depressed areas with terms for loans based on the life of the capital asset and ability to repay the loan.

The program, now merged with the Georgia Department of Community Affairs, contains an Economic Development, Growth & Expansion (EDGE) fund. The fund is to be used by one rural Georgia community that competes for a business location and/or expansion with another community from outside the state.

The program's Entrepreneur and Small Business Development Loan (ESB) Fund provides financial resources for business development in Georgia's at-risk areas by partnering with accredited Georgia financial institutions.

The Equity Fund provides financial assistance to rural communities to help build infrastructure for economic development. Equity funds are also available as loans for several different types of projects, such as speculative buildings to be used to attract new industries to rural parts of the state.

Equity awards will be made on a competitive basis three times a year. The OneGeorgia website at: www.onegeorgia.org provides funding cycle dates.

ONEGEORGIA AUTHORITY

60 Executive Park South N.E.
Atlanta, GA 30329
404-679-4940
Nancy Cobb, Executive Director
nancy.cobb@onegeorgia.org
www.onegeorgia.org

Rural Business Outreach Institute at Fort Valley State University

The Rural Business Outreach Institute provides customized technical assistance to new and emerging entrepreneurs in rural Georgia, primarily in Tier 1 communities. The program offers innovative workshops and opportunities to businesses to assist them in the following areas: (a) starting a small business (b) improving their operating efficiency (c) identification of financial opportunities (d) increasing profitability and (e) business expansion. The program

operates a small business incubator, The Entrepreneur Center, located in downtown Fort Valley that offers office space (single offices & junior suites) at below-market rates for new and emerging businesses. The institute also has an on-site entrepreneur resource center, and provides technology outreach and programming opportunities for youth.

RURAL BUSINESS OUTREACH INSTITUTE

100 E Main St
Ft. Valley, GA 31030
478-825-6127
Contact: Program Coordinator
www.fvsu.edu/about/external-affairs/rboi

Chambers of Commerce

Chambers of Commerce serve as a central location where the local small business community may obtain information, publications and contact information. Your local chamber can assist you in building, managing, and expanding your company. For a location in your area, check the local phone directory or visit: www.gachamber.com.

Resource Numbers

County	County Clerk	Chamber of Commerce	County	County Clerk	Chamber of Commerce
Appling County	912-367-8100	912-367-7731	Dade County	706-657-4625	706-657-4488
Atkinson County	912-422-3391	912-422-3277	Dawson County	706-344-3501	706-265-6278
Bacon County	912-632-5214	912-632-5859	Decatur County	229-248-3030	229-246-4774
Baker County	229-734-3000		Dekalb County	404-371-2762	404-378-8000
Baldwin County	478-445-4791	478-453-9311	Dodge County	478-374-4361	478-374-4723
Banks County	706-677-6200	706-677-2108	Dooly County	229-268-4228	229-268-8275
Barrow County	770-307-3005	770-867-9444	Dougherty County	229-431-2121	229-434-8700
Bartow County	770-387-5030	770-382-1466	Douglas County	770-920-7416	770-942-5022
Ben Hill County	229-426-5100	229-423-9357	Early County	229-723-4304	229-723-3741
Berrien County	229-686-5421	229-686-5123	Echols County	229-559-6538	
Bibb County	478-621-6540	478-621-2000	Effingham County	912-754-2123	912-754-3301
Bleckley County	478-934-3200	478-934-2965	Elbert County	706-283-2000	706-283-5651
Brantley County	912-462-5726	912-462-6282	Emanuel County	478-237-3881	478-237-6426
Brooks County	229-263-5561	229-263-4841	Evans County	912-739-1141	912-739-1391
Bryan County	912-653-3839	912-756-3444	Fannin County	706-632-2203	706-632-5680
Bulloch County	912-764-0158	912-764-6111	Fayette County	770-305-5101	770-461-9983
Burke County	706-554-2324	706-554-5451	Floyd County	706-291-5110	706-291-7663
Butts County	770-775-8200	770-775-4839	Forsyth County	770-781-2101	770-887-6461
Calhoun County	229-849-4835	229-732-2683	Franklin County	706-384-2483	706-384-4659
Camden County	912-576-5647	912-729-5840	Fulton County	404-612-4000	404-880-9000
Candler County	912-685-2835	912-685-2159	Gilmer County	706-635-4361	706-635-7400
Carroll County	770-830-5800	770-832-2446	Glascock County	706-598-2671	706-598-3637
Catoosa County	706-965-2500	706-965-5201	Glynn County	912-554-7400	912-265-0620
Charlton County	912-496-2549	912-496-2536	Gordon County	706-629-3795	706-625-3200
Chatham County	912-652-7875	912-644-6400	Grady County	229-377-0324	229-377-3663
Chattahoochee County	706-989-3602		Greene County	706-453-7716	706-453-7592
Chattooga County	706-857-0700	706-857-4033	Gwinnett County	770-822-7017	770-232-3000
Cherokee County	678-493-6010	770-345-0400	Habersham County	706-754-6264	706-778-4654
Athens/Clarke County	706-613-3031	706-549-6800	Hall County	770-535-8288	770-532-6206
Clay County	229-768-3238	229-732-2683	Hancock County	706-444-5746	
Clayton County	770-477-4550	678-610-4021	Haralson County	770-646-2002	770-537-5594
Clinch County	912-487-2667	912-487-2360	Harris County	706-628-4958	706-628-0010
Cobb County	770-528-3309	770-980-2000	Hart County	706-376-2024	706-376-8590
Coffee County	912-384-4799	912-384-1873	Heard County	706-675-3821	706-675-0560
Colquitt County	229-616-7409	229-985-2131	Henry County	770-288-6251	770-957-5786
Columbia County	706-868-3376	706-651-0018	Houston County	478-542-2105	478-922-8585
Cook County	229-896-2266	229-896-2281	Irwin County	229-468-9441	229-468-9114
Coweta County	770-254-2601	770-253-2270	Jackson County	706-367-6312	706-387-0300
Crawford County	478-836-3782	478-836-3825	Jasper County	706-367-5908	706-468-8994
Crisp County	229-276-2672	229-273-1668	Jeff Davis County	912-375-6611	912-375-4543

OTHER ASSISTANCE

County	County Clerk	Chamber of Commerce	County	County Clerk	Chamber of Commerce
Jefferson County	478-625-3332	478-625-8134	Warren County	706-465-2171	706-465-9604
Jenkins County	478-982-2563	478-982-5595	Washington County	478-552-2325	478-552-3288
Johnson County	478-864-3388	478-864-7200	Wayne County	912-427-5900	912-427-2028
Jones County	478-986-8230	478-986-1123	Webster County	229-828-5775	
Lamar County	770-358-5146	770-358-5884	Wheeler County	912-568-7135	912-568-7808
Lanier County	229-482-2088	229-482-9755	White County	706-865-2235	706-865-5356
Laurens County	478-272-4755	478-272-5546	Whitfield County	706-275-7500	706-278-7373
Lee County	229-482-2088	229-759-2422	Wilcox County	229-467-2737	229-365-2509
Liberty County	912-876-3625	912-368-4445	Wilkes County	706-678-2511	706-678-2013
Lincoln County	706-359-4444	706-359-7970	Wilkinson County	478-946-2236	478-946-1122
Long County	912-545-2143	912-876-5568	Worth County	229-776-8200	229-776-7718
Lowndes County	229-671-2400	229-559-5302	Montgomery County	912-583-2363	912-537-4466
Lumpkin County	706-482-2565	706-864-3711	Morgan County	706-342-0725	706-342-4454
Macon County	478-472-7021	478-472-2391	Murray County	706-517-1400	706-695-6060
Madison County	706-795-6302	706-769-3473	Muscogee County	706-653-4013	706-327-1566
Marion County	229-649-2603	229-649-2842	Newton County	770-784-2000	770-786-7510
McDuffie County	706-595-2100	706-597-1000	Oconee County	706-769-5120	706-769-7947
McIntosh County	912-437-6671	912-437-6684	Oglethorpe County	706-743-5270	706-743-3113
Meriwether County	706-672-1314	706-655-2558	Paulding County	770-443-7550	770-445-6016
Miller County	229-758-4104	229-758-2400	Peach County	478-825-2535	478-825-3733
Mitchell County	229-336-2000	229-336-5255	Pickens County	706-253-8813	706-692-5600
Monroe County	478-994-7000	478-994-9239	Pierce County	912-449-2022	912-449-7044
Montgomery County	912-583-2363	912-537-4466	Pike County	770-567-3406	770-567-2029
Morgan County	706-342-0725	706-342-4454	Polk County	770-749-2100	770-684-8760
Murray County	706-517-1400	706-695-6060	Pulaski County	478-783-4154	478-783-1717
Muscogee County	706-571-4700	706-327-1566	Putnam County	706-485-5826	706-485-7701
Newton County	770-784-2014	770-786-7510	Quitman County	229-334-0903	229-732-2683
Oconee County	706-769-5120	706-769-7947	Rabun County	706-782-5271	706-782-4812
Oglethorpe County	706-743-5270	706-743-3113	Randolph County	229-732-6440	229-732-2683
Paulding County	770-443-7550	770-445-6016	Augusta/Richmond County	706-821-1820	706-821-1300
Peach County	478-825-2535	478-825-3733	Rockdale County	770-278-7000	770-483-7049
Pickens County	706-253-8817	706-692-5600	Schley County	229-937-2609	229-937-2262
Pierce County	912-449-2022	912-449-7044	Screven County	912-564-7535	912-564-7878
Pike County	770-567-3406	770-567-2029	Seminole County	229-524-2878	229-524-2588
Polk County	770-749-2100	770-684-8760	Spalding County	770-467-4224	770-228-8200
Pulaski County	478-783-4154	478-783-1717	Stephens County	706-886-9491	706-886-2132
Putnam County	706-485-5826	706-485-7701	Stewart County	229-838-6769	229-732-2683
Quitman County	229-334-2578	229-732-2683	Sumter County	229-928-4500	229-924-2646
Rabun County	706-782-5271	706-782-4812	Talbot County	706-665-3220	706-665-8079
Randolph County	229-732-6440	229-732-2683	Taliaferro County	706-456-2229	
Augusta/Richmond County	706-821-1820	706-821-1300	Tattnall County	912-557-4335	912-557-6323
Rockdale County	770-278-7001	770-483-7049	Taylor County	478-862-3336	478-862-6022
Schley County	229-937-2609	229-937-2262	Telfair County	229-868-5688	229-868-6365
Screven County	912-564-7535	912-564-7878	Terrell County	229-995-4476	229-995-2011
Seminole County	229-524-2878	229-524-2588	Thomas County	229-225-4100	229-226-9600
Spalding County	770-467-4224	770-228-8200	Tift County	229-386-7856	229-382-6200
Stephens County	706-886-9491	706-886-2132	Toombs County	912-526-3311	912-537-4466
Stewart County	229-838-6769	229-732-2683	Towns County	706-896-2276	706-896-4966
Sumter County	229-928-4500	229-924-2646	Treutlen County	912-529-3664	912-529-6868
Talbot County	706-665-3220	706-665-8079	Troup County	706-883-1610	706-884-8671
Taliaferro County	706-456-2229		Turner County	229-567-4313	229-567-9696
Tattnall County	912-557-4335	912-557-6323	Twiggs County	478-945-3629	478-945-3486
Taylor County	478-862-3336	478-862-6022	Union County	706-439-6000	706-745-5789
Telfair County	229-868-5688	229-868-6365	Upson County	706-647-7012	706-647-9686
Terrell County	229-995-4476	229-995-2011	Walker County	706-638-1437	706-375-7702
Thomas County	229-225-4100	229-226-9600	Walton County	770-267-1301	770-267-6594
Tift County	229-386-7856	229-382-6200	Ware County	912-287-4300	912-283-3742
Toombs County	912-526-3311	912-537-4466	Warren County	706-465-2171	706-465-9604
Towns County	706-896-2276	706-896-4966	Washington County	478-552-2325	478-552-3288
Treutlen County	912-529-3664	912-529-6868	Wayne County	912-427-5900	912-427-2028
Troup County	706-883-1610	706-884-8671	Webster County	229-828-5775	
Turner County	229-567-4313	229-567-9696	Wheeler County	912-568-7135	912-568-7808
Twiggs County	478-945-3629	478-945-3486	White County	706-865-2235	706-865-5356
Union County	706-439-6000	706-745-5789	Whitfield County	706-275-7500	706-278-7373
Upson County	706-647-7012	706-647-9686	Wilcox County	229-467-2737	229-365-2509
Walker County	706-638-1437	706-375-7702	Wilkes County	706-678-2511	706-678-2013
Walton County	770-267-1370	770-267-6594	Wilkinson County	478-946-2236	478-946-1122
Ware County	912-287-4414	912-283-3742	Worth County	229-776-8200	229-776-7718

SBA PARTICIPATING LENDERS

Preferred and Certified Lenders

BANK OF AMERICA

Contact: Small Business Financial Solutions
888-931-5626

BANK OF ATLANTA

1970 Satellite Blvd.
Duluth, GA 30097
Contact: Noble S. Jones
678-495-1650 • 404-909-8561 F
njones@bankofatlanta.com

BBCN (F/K/A CENTER BANK)

3575 Koger Blvd., Ste. 380
Duluth, GA 30096
Contact: Chris Kong
678-380-0744 • 678-380-0775 F
Chris.kong@bbcnbank.com

BBVA COMPASS

17218 Preston Rd., Ste. 3000
Dallas, TX 75252
Contact: Helma Gentry
972-735-3540 • 972-735-3598 F
Helma.Gentry@bbvacompass.com

BORREGO SPRINGS BANK

14101 Panama City Beach Pkwy.
Ste. 300
Panama City Beach, FL 32413
Contact: Fred Crispen
866-644-0042 • 866-717-7718 F
fcrispen@b-s-b.net

BRANCH BANKING & TRUST COMPANY

5901-C Peachtree Dunwoody Rd.
Ste. 420
Atlanta, GA 30328
Contact: Laura Fraser
843-837-2515 • 770-551-8781 F
lfraser@bbtsb.com

BUSINESS LENDERS, LLC

50 State House Sq.
Hartford, CT 06103
Contact: Judy Hart
860-244-9202 ext. 117
860-895-6051 F
Jhart@businesslenders.com

CBC NATIONAL BANK

3010 Royal Blvd. S., Ste. 230
Alpharetta, GA 30022
Contact: Claudia Wilson
770-475-2400 • 404-795-9051 F
CWilson@cbcnationalbank.com

CENTURY BANK OF GEORGIA

215 E. Main St.
Cartersville, GA 30120
Contact: Saunders Jones, III
678-721-2036 • 770-387-9161 F
SJones@centurybanknet.com

COLONY BANK

115 S. Grant St.
Fitzgerald, GA 31750
Contact: Andy Johnson
229-426-6239 • 229-426-6074 F
Ajohnson@colonybank.com

CORNERSTONE BANK

125 Clairmont Ave.
Decatur, GA 30030
Contact: Doug Valdetero
678-553-1480
doug.v@cornerstonebankga.com

EAST WEST BANK

3490 Shallowford Rd., Ste. 200
Atlanta, GA 30341
Contact: Doug Krentz
770-454-0428 • 770-457-5531 F
doug.krentz@eastwestbank.com

EMBASSY NATIONAL BANK

1817 N. Brown Rd.
Lawrenceville, GA 30043
Contact: Kyle Smith
770-500-1255 • 770-995-9111 F
Ksmith@embassynationalbank.com

FIDELITY BANK

1122 Pace St., 1st Fl.
Covington, GA 30014
Contact: Danny Preston
404-553-2350 • 770-784-2784 F
Daniel.preston@lionbank.com

FIFTH THIRD BANK

3344 Peachtree Rd., Ste. 800
Atlanta, GA 30326
Contact: Derek Grayson
404-279-4532 • 404-816-7350 F
Derek.Grayson11@53.com

FIRST INTERCONTINENTAL BANK

5593 Buford Hwy.
Doraville, GA 30340
Contact: Jack Byun
770-407-1453 • 770-451-2053 F
jack.byun@firsticbank.com

FIRST NATIONAL BANK OF COFFEE COUNTY

420 S. Madison Ave.
Douglas, GA 31533
Contact: Lee McLean
912-384-1100 • 912-384-2666 F
Lee.mclean@fnbcc.com

FIRST STATE BANK

3605 Sandy Plains Rd., #240-170
Marietta, GA 30066
Contact: Carolyn Robinson
770-971-8893 • 865-545-4516 F
crobinson@first-state.net

THE FOSTER BANK

5005 Newport Dr.
Rolling Meadows, IL 60008
Contact: Christine Yoon
773-279-4952 • 847-253-6338 F
Christin.Yoon@fosterbank.com

GEORGIA BANKING COMPANY

6190 Powers Ferry Rd., Ste. 150
Atlanta, GA 30339
Contact: Scott Reed
770-373-6011 • 770-267-9694 F
SReed@GeoBanking.com

GEORGIA PRIMARY BANK

3880 Roswell Rd.
Atlanta, GA 30342
Contact: Deborah Lynn
404-504-8305 • 404-231-4200 F
deborah.lynn@georgiaprimarybank.com

GULF COAST BANK & TRUST

2008 B Ronald Regan Hwy.
Covington, LA 70433
Contact: Ron Couloung
985-898-3882
RonCouloung@gulfbank.com

HIGHLAND COMMERCIAL BANK

3411 Ernest Barrett Pkwy.
Marietta, GA 30064
Contact: Beverly Carter
770-333-0772 • 678-564-0270 F
Beverly.Carter@highlandcommercialbank.com

JPMORGAN CHASE BANK, N.A.

2 Corporate Dr., 7th Fl.
Shelton, CT 06484
Contact: Robert Streb
203-944-8515 • 866-302-7926 F
Robert.Streb@chase.com

KEYWORTH BANK

11655 Medlock Bridge Rd.
Johns Creek, GA 30097
Contact: Mark Bryant
770-418-2762 • 770-418-2777 F
Markbryant@keyworthbank.com

METRO CITY BANK

5441 Buford Hwy., Ste. 109
Doraville, GA 30340
Contact: Nack Paek
770-455-4989 • 770-455-4988 F
nackpaek@gmail.com

NEWTEK SMALL BUSINESS FINANCE, INC

60 Hempstead Ave., 6th Fl.
West Hemstead, NY 11552
Contact: Peter Downs
212-356-9510 ext. 10125
212-643-0340 F
pdowns@newteksbfinance.com

NOA BANK

5938 Buford Hwy., Ste. #110
Doraville, GA 30340
Contact: Steve Bae
678-385-0828 • 678-385-0849 F
sbae@noabank.com

PACIFIC CITY BANK

2730 N. Berkeley Lake Rd.
Unit #1300, Rm. 108
Duluth, GA 30096
Contact: Karl Chang
678-280-2880 • 678-280-9773 F
karl.chang@paccitybank.com

PNC BANK

3815 Mansell Rd., Ste. 150
Alpharetta, GA 30022
Contact: Amy Carson
678-277-4582 • 678-277-4352 F
Amy.carson@pnc.com

PRIVATE BANK OF BUCKHEAD

3565 Piedmont Rd.
Bldg. 3, Ste. 210
Atlanta, GA 30305
Contact: Joy C. Manbeck
404-264-7989 • 404-264-7978 F
JoyManbeck@privatebankofbuckhead.com

THE PRIVATEBANK & TRUST COMPANY

3169 Holcomb Bridge Rd., Ste. 202
Norcross, GA 30071
Contact: William Marlin
770-840-2616 • 770-840-2601 F
wmarlin@theprivatebank.com

QUANTUM NATIONAL BANK

505 Peachtree Industrial Blvd.
Suwanee, GA 30024
Contact: Amy Amorose
770-945-8300 • 770-831-9546 F
aamorose@Quantumbank.com

QUEENSBOROUGH NATIONAL BANK & TRUST COMPANY

120 S. Zetterower Ave.
Statesboro, GA 30458
Contact: Bruce Avant
912-764-9719 • 912-489-2453 F
Bavant@qnbtrust.com

REGIONS BANK

250 Riverchase Pkwy. E.
Birmingham, AL 35244
Contact: Jim Vaughn
205-560-5081 • 205-560-8881 F
Jim.Vaughn@regions.com

SHINHAN BANK AMERICA

211-11 Northern Blvd.
Bayside, NY 11361
Contact: Tammi Wui
718-281-7825 • 718-224-6416 F
Tammywui@shbamerica.com

SIGNATURE BANK OF GEORGIA

505 Peachtree Pkwy.
Cumming, GA 30041
Contact: Allen McCurry
404-256-7734 • 404-256-7736 F
amccurry@signaturebankga.com

STATE BANK & TRUST COMPANY

415 E. Paces Ferry Rd.
Atlanta, GA 30309
Contact: Johnathan Daly
404-266-4561 • 404-266-4578 F
Johnathan.Daly@statebt.com

SUNTRUST BANK

4098 LaVista Rd., 2nd Fl.
Tucker, GA 30084
Contact: Ronnie Smith
770-621-5905 • 770-270-8296 F
Ronald.DSmith@SunTrust.com

SYNOVUS BANK

1750 S. 14th St.
Fernandina Beach, FL 32034
Contact: Vicki Beaudry
904-277-5292 • 904-491-7263 F
vbeaudry@fccbank.com

TOUCHMARK NATIONAL BANK

6035 Peachtree Rd., Ste. C 120
Doraville, GA 30360
Contact: Katrina Winberg
770-407-6747 • 770-407-7856 F
Katrina.winberg@touchmarknb.com

UNITED CENTRAL BANK

5675 Jimmy Carter Blvd.
Norcross, GA 30071
Contact: Randy Marcus
678-261-6235 • 770-349-3290 F
RMarcus@ucbpx.com

UNITED COMMUNITY BANK

P.O. Box 2817 (30503)
351 Jesse Jewell Pkwy.
Gainesville, GA 30501
Contact: Carol Clark
678-989-3569 • 706-778-9413 F
carol_clark@ucbi.com

WELLS FARGO BANK, NATIONAL ASSOCIATION

1455 W. Lake St., Ste. 306
Minneapolis, MN 55408
Contact: Art Rowland
602-378-5231 • 866-932-0835 F
art.rowland@wellsfargo.com

WILSHIRE STATE BANK

4864 Jimmy Carter Blvd., Ste. 202
Norcross, GA 30093
Contact: Jong Goo Kim
678-349-8000 • 770-290-5975 F
Jgk1234@gmail.com

SBA PARTICIPATING LENDERS

Other Active Lenders

ATLANTIC COAST BANK	404-995-6050
COMMUNITY BK & TRUST-WEST GA	706-884-7999
COMMUNITY BUSINESS BANK	678-679-2580
FIRST CITIZENS BANK	912-654-1350
FIRST LANDMARK BANK	770-792-8870
HOMETOWN COMMUNITY BANK	706-654-3199
PEOPLES COMMUN NATL BK	770-537-2265
RESURGENS BANK	404-297-2200
SOUTHEASTERN BANK	912-437-4141
THE BANK OF PERRY	478-987-2554
VININGS BANK	770-437-0004
AMERIS BANK	229-985-2828
FIRST CHATHAM BANK	912-629-2900
FLINT COMMUNITY BANK	229-903-1400
GEORGIA COMMERCE BANK	678-631-1240
HERITAGEBANK OF THE SOUTH	229-878-2047
MIDTOWN BANK & TRUST COMPANY	404-969-4400
NEWTON FEDERAL BANK	770-786-7088
NORTH GEORGIA NATIONAL BANK	706-629-6499
THE HERITAGE BANK	912-368-3332
THE PIEDMONT BANK	770-246-0011
BANK OF NEWINGTON	912-857-4466
COMMUNITY BK. CO OF FITZGERALD	229-423-4321
CITIZENS TRUST BANK	404-575-8400

EASTSIDE COMMERCIAL BANK	678-210-0225
FIRST NATIONAL BANK SOUTH	912-632-7262
GREATER ROME BANK	706-295-9300
THE BRAND BANKING COMPANY	770-963-9224
VERITY BANK	770-867-3444
WAYCROSS BANK & TRUST	912-283-0001
DOUGLAS NATIONAL BANK	912-384-2233
HERITAGE BANK	770-478-8881
LAGRANGE BANKING COMPANY	706-884-6000
RENASANT BANK	877-367-5371
COMMUNITY & SOUTHERN BANK	770-832-3566
LGE COMMUNITY CU	770-424-0060
MORRIS BANK	478-272-5202
PEOPLES BANK	912-526-8854
PEOPLES STATE BANK & TRUST	912-367-3658
THE COASTAL BANK	912-201-7377
FIRST CITIZENS BANK OF GEORGIA	706-216-5900
SUPERIOR FINANCIAL GROUP, LLC	925-296-0500
NORTHSIDE BANK	770-773-7300
COMMUNITY BK OF PICKENS CNTY	706-253-9600
LIVE OAK BANKING COMPANY	910-790-5867
FIRST FINANCIAL BANK	205-428-8472
CORNERSTONEBANK	404-601-1250
CAPITOL CITY BANK & TRUST	404-752-5781



Meet Dan.

Dan is one of thousands of small business owners that need YOUR products and services.

Small Business Resource magazine is distributed to small business owners, providing information on lending, services, and solutions that help small business owners start and expand their businesses.

ADVERTISE TODAY!

800-274-2812

Small business owners like Dan need to...

- Hire new staff - Rent or buy an office building
- Purchase a sign - Create marketing materials - Develop a website
- Hire a lawyer - Find an accountant - Purchase office equipment
- Buy office furniture - Purchase vehicles - Find insurance - Open a bank account

...and they start their search in this magazine!

To learn how to take your business in the *SMART* direction, contact the Georgia SBDC.



"My experience in GrowSmart was extremely beneficial and has equipped me to be a better owner and leader for my business. I highly recommend GrowSmart to any small business owner seeking to develop a more efficient and profitable business. Kudos to the staff of the SBDC for developing such an excellent resource!"

Chan Field
Athens Printing Company

THE **SMART**[™] DIRECTION FOR GEORGIA BUSINESS



"The folks at the SBDC are amazing! The value they offer to small business owners like myself is incredible. I recently completed the GrowSmart program and I can honestly say that it was the best money I've spent in my three years of business ownership."

Clint Watson
Redefined Fitness

U.S. Small Business Administration



Your Small Business Resource
Funded in part through a
Cooperative Agreement with
the U.S. SBA.

*StartSmart is
sponsored by:*



GrowSmart is sponsored by:

