

OREGON AND
SW WASHINGTON

SBA

U.S. SMALL BUSINESS ADMINISTRATION

SMALL BUSINESS RESOURCE



Helping Small Business Start, Grow and Succeed

PAGE 8 Getting Started in Oregon and SW Washington

PAGE 19 Financing Your Business

PAGE 28 Ideas For Growing Companies

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SMALL BUSINESS

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

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WELCOME

America is a country of entrepreneurs. It was built by entre-preneurs, and over the years, our economy has grown on the strength of our entrepreneurs. America has an economy that regenerates, is flexible, and adapts to opportunity. And this is due in large part to the entrepreneurial spirit and drive of small business owners like you.

The U.S. Small Business Administration plays a vital role in enabling America's entrepreneurs and small business owners. Some of America's corporate icons, in fact, received some help from SBA along the way – companies like Intel, Apple, Staples, FedEx, Nike, and Under Armour, to name a few.

Through our wide array of services – loan guaranties, assistance for small businesses in federal contracting, and business counseling – the SBA has helped millions of entrepreneurs start and grow their small businesses. The agency continues to expand our support for small businesses. We currently guarantee more than \$75 billion in loans and investments; our resource partners' network of more than 1,500 centers provide counseling to more than 1 million entrepreneurs every year; and we helped small businesses secure close to \$80 billion in prime federal contracts in fiscal 2006.

This resource guide is your roadmap to all of our valuable products and services. I hope that you'll read it closely; the SBA team has worked hard to ensure the information here is useful and up to date. In addition, I encourage you to visit your local SBA District Office, which is a great portal to SBA assistance and can help you start and grow your business.

"Our Nation's strength lies in the freedom to pursue dreams and turn ideas into enterprises," President Bush stated recently. "By taking risks and starting new ventures, America's entrepreneurs are creating jobs, growing our economy, and helping secure our country's place as a leader in the global economy."

Entrepreneurs and small business owners will continue to drive our economy, and the SBA and our network of resource partners will continue to enable their success. In the pages of this resource guide, you'll be able to find important information about all of the products and services that the SBA offers to help you.

Running your own business is challenging: the hours are long and the demands are high. But it is also rewarding. As you work to realize your small business dreams, I hope that you'll keep in mind all that SBA can offer, and let us help you succeed.

About the SBA

www.sba.gov

Your Small Business Resource

Every day, 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 effectively compete in the marketplace and strengthen the overall U.S. economy.

SBA offers help in the following areas:

- *Starting a Business*
- *Financing a Business*

- *Growing a Business*
- *Opportunities in Contracting*
- *Recovering From Disaster*
- *A Voice for Small Business in Government*

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.

making dreams a reality



West Coast Bank will make your dreams a reality by providing you with the tools you need to build a stronger business or even start your own.

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Message From The District Director

Rules For Success

Success is at your fingertips – Use the resources that are all around you.

Are you are thinking about starting a business, just opening the doors of a new business, or expanding your current business? You face many challenges and you probably have many questions. That is where the Portland District Office of the U.S. Small Business Administration (SBA) and our resource partners; SCORE, the Small Business Development Centers (SBDC) and the Women Business Centers in Oregon and Southwest Washington come into action. All of these resources are staffed with highly qualified professionals and they should be your first choice when seeking out information. You will find them to be your best resources for new knowledge and assistance. Knowledge is power and by increasing your knowledge you increase your opportunities for success in your business. SBA's programs and services help

people get started in business and more importantly stay in business by providing critical access to capital, management and technical training, counseling assistance and assistance in securing government contracts. In addition, SBA acts as an advocate for small business interests. SBA is the only federal agency whose sole mission is to assist our nation's small businesses.

We hope that this 2009 Small Business Resource guide will serve as a reference for you to use time and again. Whether you need help in developing a business plan, learning how to register your business, finding a lender, locating a business counselor or discovering the world of exporting, this publication will steer you in the right direction. We have included helpful information about our many programs and services as well as information about other small business assistance resources located in your communities.

I invite you to visit our website at <http://www.sba.gov/or> for up-to-date information about our programs, services and successes as well as other small business initiatives available locally and nationally.

We appreciate the support and participation of the advertisers included in this publication who have helped make this publication possible. We strongly encourage you to take advantage of the many SBA programs and services and wish you success in your endeavors.

Sincerely,

Harry L. DeWolf

*District Director of
SBA's Portland District Office*

We Welcome Your Questions

For extra copies of this publication or questions please contact:

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Portland, OR 97204-3192

Tel.: 503-326-2682 Fax: 503-326-2808

Website: www.sba.gov/or



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

Doing Business in Oregon

THE PORTLAND DISTRICT OFFICE

The Portland District Office is responsible for the delivery of SBA's many programs and services. The District Director is Harry L. DeWolf. The District Office is located at 601 S.W. Second Ave., Ste. 950, Portland, OR. Office hours are from 8:00 AM until 4:30 PM, Monday through Friday.

CONTACTING THE PORTLAND DISTRICT OFFICE

<http://www.sba.gov/or> or 503-326-2682
For business development program and service information, please contact Sylvia Gercke, 503-326-5122 or email: sylvia.gercke@sba.gov.
For information on financing, please contact Dennis Lloyd at 503-326-5205 or e-mail: charles.lloyd@sba.gov

SERVICES AVAILABLE

Financial assistance for new or existing businesses through guaranteed loans made by area bank and non-bank lenders.

Free counseling, advice and information on starting, better operating or expanding a small business through SCORE: Counselors to America's Small Business, Small Business Development Centers (SBDC) and Women's Business Centers (WBC). They also conduct training events throughout the district - some require a nominal registration fee.

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

A Women's Business Ownership Representative is available to assist women business owners. Please contact Sue Richardson at 503-326-7251 or e-mail: sue.richardson@sba.gov.

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

A Veterans Business Development Officer is available to assist veterans. Please contact Jim Steiner at 503-326-2586 or e-mail: james.steiner@sba.gov.

OREGON

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www.sba.gov/or

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Gilliam	Yamhill
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Jackson	in Oregon
Jefferson	and
Josephine	Clark
Klamath	Cowlitz
Lake	Wahkiakum
Lane	and
Lincoln	Skamania
Linn	counties in
Marion	Washington
Morrow	



SUCCESS STORY

Oregon Small Business Person of the Year

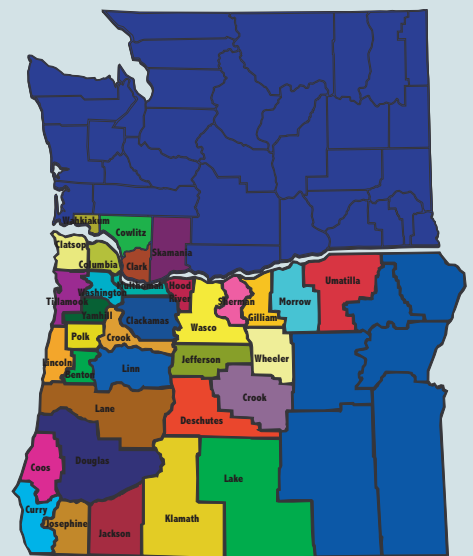
Susan Webb, President
Glass Alchemy, Ltd.
The Premier Manufacturer of Borosilicate Art Glass

Small Business Administration Oregon District Director, Harry DeWolf, announces that Susan Webb, President of Glass Alchemy, Ltd., is the SBA 2008 Small Business Person of the Year for the state of Oregon. Awards will also be given to a family-owned business, to small business Champions, and an excellence and innovation award will be given to a small business development center. "For more than 40 years, SBA has recognized outstanding small business owners for their contributions to Oregon's economy and for their personal achievements during small business week. I am proud to honor our top Oregon entrepreneurs and our true champions of small business whose tireless efforts have provided tangible and significant support to small businesses and their communities," said SBA District Director, Harry DeWolf. The Awards were presented at the Oregon SBA's Small Business Week Awards Gala

May 22, 2008 at the Oregon Convention Center in Portland, Oregon.

Susan Webb isn't the typical president of a manufacturing company. Most of her career was spent as an artist and a sculptor until eight years ago when she and her husband, Henry Grimmert, started their own business. Both had worked with glass as an art medium and they saw a need to expand the range of colors available in borosilicate glass, which is more durable and resistant to heat than the "soft" glass blown by artists, and is commonly found in the home today in the form of coffee pots and oven cookware. Webb and Grimmert created most of the colors used in borosilicate today.

Since the inception of Glass Alchemy, Ltd. (the premier manufacturer of colored borosilicate art glass), Webb and her husband have been



continued on page 20

INTRODUCTION

GETTING STARTED

The SBA Can Help You Start And Expand Your Own Business



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

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

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

You can access SBA help online 24 hours a day at www.sba.gov or visit one of our local offices for assistance.

Resources To Get You Started

Our resources include the SBA's district offices serving every state and territory, nearly 400 offices of SCORE – Counselors to America's Small Businesses, more than 1,000 Small Business Development Centers primarily located on college campuses, and approximately 114 Women's Business Centers located across the country. More information about SCORE, SBDCs and the WBCs is detailed later in this publication, or you can click on www.score.org,

<http://www.sba.gov/aboutsba/sbaprograms/bdc/index.html> for SBDCs or www.sba.gov/services/ and choose "Women's Business Centers" from the "Counseling & Assistance" heading at the bottom.

These professionals can also help you with writing a formal business plan, locating sources of financial assistance, managing and expanding your business, finding opportunities to sell your goods or services to the government, recovering from disaster or acting as advocates for small businesses with Congress and regulatory agencies.

The SBA has programs for helping special audiences, such as women and veterans, become small business owners.

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

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

IS ENTREPRENEURSHIP FOR YOU?

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

- Are you a self-starter? It will be entirely up to you to develop projects, organize your time, and follow through on details.
- How well do you get along with different personalities? Business owners need to develop working relationships with a variety of people including customers, vendors, staff, bankers, and professionals such as lawyers, accountants, or consultants. Can you deal with a demanding client, an unreliable vendor, or a cranky receptionist if your business interests demand it?
- How good are you at making decisions? Small business owners are required to make decisions constantly - often quickly, independently, and under pressure.
- Do you have the physical and emotional stamina to run a business? Business ownership can be exciting, but it's also a lot of work. Can you face six or seven 12-hour workdays every week?
- How well do you plan and organize? Research indicates that poor planning is responsible for most business failures. Good organization — of financials, inventory, schedules, and production — can help you avoid many pitfalls.

ON THE UPSIDE

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

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

EVALUATE

Start by evaluating your strengths and weaknesses

1. Are you a self-starter?

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

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

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

3. How good are you at making decisions?

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

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

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

5. How well do you plan and organize?

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

- Is your drive strong enough? Running a business can wear you down emotionally. Some business owners burn out quickly from having to carry all the responsibility for the success of their business on their own shoulders. Strong motivation will help you survive slowdowns and periods of burnout.
- How will the business affect your family? The first few years of business start-up can be hard on family life. It's important for family members to know what to expect and for you to be able to trust that they will support you during this time. There also may be financial difficulties until the business becomes profitable, which could take months or years. You may have to adjust to a lower standard of living or put family assets at risk in the short-term.

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

FRANCHISING

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

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

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

For more information visit the SBA Web site at:

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

HOME-BASED BUSINESS CONSIDERATIONS

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

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

Getting Started

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

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

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

Ask yourself:

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

Finding Your Niche

Choosing a home business must be approached carefully.

Ask yourself:

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



An Online Marketplace For Franchises & Business Opportunities

For ALL Your Franchising Needs
Go To:
www.franmarket.com/sba

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, city and state departments of labor to find out which laws and regulations will affect your business. Additionally, check on registration and accounting requirements needed to open your home-based business. You may need a work certificate or license from the state. Your business name may need to be registered with the state. 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.

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

REACHING UNDERSERVED AUDIENCES

Women - Business Owners

Women entrepreneurs are changing the face of America's economy. In the 1970's, women owned less than five percent of the nation's businesses. Today, they are at least equal owners of nearly half the nation's businesses and are majority owners of about a third of all small businesses. SBA serves women entrepreneurs nationwide through its various programs and service, some of which are designed especially for women. Many of these are overseen by SBA's Office of Women's Business Ownership.

Women's business ownership representatives in every SBA district office coordinate services for women, helping them access appropriate training, counseling, mentoring, federal contracting opportunities, financing, and more. They can also provide information on other local resources, including SBA resource partners and lenders.

The SBA's Women Business Centers are a nationwide network of 114 community-based centers that provide business training, counseling, mentoring and other assistance geared to women, particularly those who are socially and economically disadvantaged. To meet the needs of women entrepreneurs, the WBCs offer their services at convenient times and locations. Some offer child care during training and many provide assistance and materials in different languages, depending on the needs of the individual communities they serve. Classes are either free or offered at a small fee, and scholarships are often available to those who need them. A number of WBCs also provide courses and counseling via the Internet, mobile classrooms and satellite locations.

Both SBA district offices and women's business centers offer mentoring roundtables. If there is not an existing roundtable nearby, women's business centers may be able to help women entrepreneurs set them up.

To find the nearest women's business ownership representative or women's business center, and to learn more about SBA programs and services, visit the Office of Women's Business Ownership at www.sba.gov/women.

Sue I. Richardson

Women's Business Ownership Rep.
Portland District Office
503-326-2682
sue.richardson@sba.gov

Oregon Native American Business Enterprise Network (ONABEN)—SBA Women's Business Center

Tigard, OR 97223
503-968-1500
kedma@onaben.org

VETERANS BUSINESS DEVELOPMENT

The SBA offers a variety of services to American veterans who have made or are seeking to make the transition from service member to small business owner. Each of SBA's 68 district offices throughout the country has designated a Veterans Business Development Officer to help veterans prepare, plan and succeed in entrepreneurship. The Veterans Business Outreach Center Program provides online and face-to-face entrepreneurial development services such as business training, counseling and mentoring to eligible veterans owning or considering starting a small business. SBDCs and SCORE also provide targeted management assistance to veterans who are current or prospective small business owners. SCORE also provides resources and counseling services online at www.score.org.

The SBA offers special assistance for activated Reserve and National Guard members and the small businesses they work in or own. Any self-employed Reserve or Guard member with an existing SBA loan can request from their SBA lender or SBA district office, loan payment deferrals, interest rate reductions and other relief after they receive their activation orders.

The SBA offers special low-interest-rate financing to small businesses when an owner or essential employee is called to active duty. The Military Reservist Economic Injury Disaster Loan Program provides loans to eligible small businesses to cover operating costs that cannot be met due to the loss of an essential employee called to active duty in the reserves or National Guard. Small businesses may apply for MREIDLs of up to \$1.5 million if they have been financially impacted by the loss of an essential employee. The SBA has created a special Web page specifically for Reserve and Guard members at: <http://www.sba.gov/aboutsba/sbaprograms/reservists/index.html>.

To ensure that veterans, service-disabled veterans and Reserve and National Guard member entrepreneurs receive special consideration in all its entrepreneurial programs and resources, the SBA has established a fully staffed Office of Veterans Business Development. OVBD develops and distributes various informational materials for entrepreneurship such as the Veterans Business Resource Guide, VET Gazette, Getting Veterans Back to Work, and various other materials. Veterans may access these resources and other assistance from OVBD by visiting the Web site at: www.sba.gov/VETS/.

For more information or special assistance with government contracting, including programs for veterans and service-disabled veterans, please check the Contracting Opportunities section of this publication, and the Web site above or contact James Steiner, Veterans Business Development Officer, Portland District Office at 503-326-2586 or james.steiner@sba.gov.

SBA's Patriot Express Initiative has new and enhanced programs and services for veterans and members of the military community wanting to establish or expand small businesses. See the Financing section for more information on Patriot Express.

NATIVE AMERICAN BUSINESS DEVELOPMENT

The SBA is also working to ensure that entrepreneurship opportunities are available for American Indians, Native Alaskans and Native Hawaiians seeking to create, develop and expand small businesses. These groups have full access to the necessary business

development and expansion tools available through the agency's entrepreneurial development, lending and procurement programs. More information is at: <http://www.sba.gov/aboutsba/sbaprograms/naa/index.html> or contact Barbara Allen, Business Development Specialist, Portland District Office, at 503-326-5222 or barbara.allen@sba.gov.

WRITING A BUSINESS PLAN

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

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

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

You can find the nearest SBDC at: <http://www.sba.gov/aboutsba/sbaprograms/sbdc/index.html>.

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

Introduction

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

Marketing

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

WEBSITE Business plan help

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

For business plan help at the SCORE Web site, click on "Business Tools" from the left-hand menu, then click on "Template Gallery."

You can find the nearest VBOC at: www.sba.gov/vets.

To find WBCs, click on: www.sba.gov/services/ and choose "Women's Business Centers" from the "Counseling and Assistance" heading at the bottom.

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

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

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 problems that may develop.

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 or SCORE counselor or Small Business Development Center representative.

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

SCORE

SCORE is a 10,500-member volunteer nonprofit association which operates under a cooperative agreement with the U.S. Small Business Administration. SCORE, with more than 40 years experience helping small businesses succeed, matches volunteer business-management counselors with clients in need of expert advice. SCORE has experts in virtually every area of business management and maintains a national skills roster to help identify the best counselor for a particular client. Volunteer counselors, whose collective experience spans the full range of American enterprise, share their management and technical expertise with both current and prospective small business owners.

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

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

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

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

If you want individual counseling, contact the closest SCORE Chapter address listed below. When calling by telephone, please ask for "SCORE Counseling".

SCORE Chapter #11

601 S.W. Second Ave., #950
Portland, OR 97204-3192
503-326-3441 • 503-326-2808 Fax
scorepdx@wa-net.com
<http://www.scorepdx.org>

North Coast (Seaside) 503-738-3347
jcapellen@wildblue.net

SCORE : Southern Oregon

c/o Medford Chamber of Commerce
101 E. Eighth St.
Medford, OR 97501
541-608-8528 • 541-484-4942 Fax
russkenn@charter.net

South Coast 541-332-4003

SCORE Chapter #416

c/o Chamber of Commerce
1401 Willamette St.
Eugene, OR 97401
541-465-6600 • 541-484-4942 Fax
score@eugenechamber.com
<http://www.willamettescore.org>
Roseburg Branch 541-672-2648
fstelrecht@rosenet.net

Florence Branch 541-902-2229
canlar@oregonfast.net

SCORE Chapter #460

P.O. Box 4024
Salem, OR 97302-1024
503-370-2896
Score460@peoplepc.com
<http://www.salem.scorechapter.org>

SCORE: Central Oregon

c/o Salem Chapter 460
P.O. Box 4024
Salem, OR 97302-1024
503-370-2896
Score460@peoplepc.com
<http://www.salem.scorechapter.org>

SCORE Chapter #566

Clark College
SCORE, TBG 232
1933 Fort Vancouver Way
Vancouver, WA 98663
360-699-1079 • 360-699-1079 Fax
scorevan@iinet.com
<http://www.scorevancouver.org>

SCORE Chapter #701

1604 S. Hwy. 97, Ste. 2
PMB-166
Redmond, OR 97756
541-923-8615
office@centraloregonscore.org
www.centraloregonscore.org

For SCORE phone numbers in other areas of the U.S. call the SBA Answer Desk in Washington, D.C. at 800-827-5722.

Electronic Counseling via Internet Email can be done via: <http://www.score.org>.

If you are requesting counseling, please complete this form and submit it to SCORE: <http://www.scorepdx.org/form641.htm>.

SCORE's Presence on the Internet

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

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

Business Resource Center (BRC)

Operated by SCORE Chapter #111 in Portland, the Business Resource Center provides financial management and marketing assistance to small business owners. They serve entrepreneurs, start-up and growing businesses. The Business Resource Center offers workshops of interest to small business owners on a quarterly basis. Workshops include QuickBooks, Marketing, Web Page Design and Financial Statements. For more information, contact one of the following:

Business Resource Center SCORE

601 S.W. Second Ave., Ste. 950
Portland, OR 97204
503-326-3441 • 503-326-2808 Fax

SMALL BUSINESS DEVELOPMENT CENTERS

As the SBA's largest non-finance program, Small Business Development Centers meet the needs of small businesses and promote economic development in local communities by helping to create and retain jobs. Partially funded by a cooperative agreement with SBA, SBDCs meet the counseling and training needs of more than 650,000 start-ups or existing business clients annually.

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

evolving needs of the local small business community.

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

There are specialized programs for small businesses owned by individuals who are socially and economically disadvantaged, women, veterans, Reservists, people with disabilities and persons in low- and moderate-income urban and rural areas.

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

OREGON SMALL BUSINESS DEVELOPMENT CENTERS

Blue Mountain CC

Art Hill, Director
2411 NW Carden
P.O. BOX 100
Pendleton, OR 97801
541-276-6233 • 541-276-6819 Fax
1-888-441-7232 Toll Free Within Oregon
Art.hill@bluecc.edu
jill.pursel@bluecc.edu

Central Oregon CC

Beth Wickham, Director
2600 N.W. College Way
Bend, OR 97701
541-383-7290 • 541-318-3751 Fax
bwickham@cocc.edu

Chemeketa CC

Jimmie Wilkins, Director
365 Ferry St. S.E.
Salem, OR 97301
503-399-5088 • 503-581-6017 Fax
jimmiew@chemeketa.edu

Clackamas CC

Tim Shea, Director
7736 S.E. Harmony Rd.
Milwaukie, OR 97222
503-656-4447 • 503-650-7358 Fax
tshea@clackamas.edu

Clatsop CC

Teri Williams, Interim Director
1455 N. Roosevelt Dr.
Seaside, OR 97138
503-738-3346 • 503-738-7843 Fax
junruh@clatsopcc.edu

Columbia Gorge CC

Mary Merrill, Director
400 E. Scenic Dr., Ste. 258
The Dalles, OR 97058
541-506-6121 • 541-506-6122 Fax
mmerrill@cgcc.or.us

Eastern Oregon University

Greg Smith, Director
1607 Gekeler Ln.
La Grande, OR 97850
541-962-1532 • 541-962-1532 Fax
gregory.smith@eou.edu

Lane CC

Jim Lindly, Director
1445 Willamette St., Ste. 1
Eugene, OR 97401
541-463-5255 • 541-686-0096 Fax
lindlyj@lanecc.edu

Linn-Benton CC

Alan Fudge, Director
6500 S.W. Pacific Blvd.
Albany, OR 97321
541-917-4929 • 541-917-4831 Fax
alan.fudge@linnbenton.edu

Mt. Hood CC

Julia Peterson, Director
323 N.E. Roberts St.
Gresham, OR 97030
503-491-7658 • 503-666-1140 Fax
julia.peterson@mhcc.edu

Oregon Coast CC

Guy Faust, Director
1206 S.E. 48th St.
LINCOLN CITY OR 97367
541-994-4166 • 541-996-4958 Fax
Newport Office:
541-574-7122 • 541-265-3820 Fax
gfaust@occc.cc.or.us

Oregon Institute Of Technology

Jamie Albert, Director
3201 Campus Dr., Boivin Hall #119
Klamath Falls, OR 97601
541-885-1760 • 541-885-1761 Fax
jamie.albert@oit.edu

Portland CC

Tom Lowles, Director
2025 Lloyd Center Mall
Portland, OR 97232
503-978-5080 • 503-288-1366 Fax
tlowles@pcc.edu

Rogue CC

John Lopez, Director
214 S.W. Fourth St.
Grants Pass, OR 97526
541-956-7494 • 541-471-3589 Fax
jlopez@rogucecc.edu

Southern Oregon University

Jack Vitacco, Director
673 Market St.
Medford, OR 97504
541-772-3478 • 541-779-0953 Fax
vitaccoja@sou.edu

Southwestern Oregon CC

Arlene Soto, Director
2455 Maple Leaf Ln.
North Bend, OR 97459
541-756-6866 • 541-756-5735 Fax
asoto@socc.edu

Tillamook Bay CC SD

Teri Williams, Director
2510 First St.
Tillamook, OR 97141
503-842-8222 ext 1101 • 503-842-2214 Fax
williamst@tillamookbay.cc

Treasure Valley CC

Andrea Testi, Director
650 College Blvd.
Ontario, OR 97914
541-881-8822 ext 356 • 541-881-2743 Fax
atesti@tvcc.edu

Umpqua CC

Terry Swagerty, Director
2555 N.E. Diamond Lake Blvd..
Roseburg, OR 97470
541-440-4669 • 541-440-4607 Fax
terry.swagerty@umpqua.edu

Oregon State SBDC Network Hqs.

Christine Krygier, Assoc. Dir.
541-463-5250 • 541-345-6006 Fax
krygierc@lanecc.edu

WASHINGTON SMALL BUSINESS DEVELOPMENT CENTERS

Lower Columbia College

Susan Hoosier, Director
Don Talley Bldg., 1st Fl.
1600 Maple St., Rm. 103A
Longview, WA 98632
360-442-2946 • 360-442-2609 Fax
shoosier@wsu.edu

Washington State University

Janet A. Hart, Director
12000 N.E. 95th St., Ste. 504
Vancouver, WA 98682
360-260-6372 • 360-260-6369 Fax
jharte@vancouver.wsu.edu

Training Seminars Only Clark College

Jennifer Ward, Program Coordinator
1933 Fort Vancouver Way
Vancouver, WA 98663
360-992-2484 • 360-992-2883 Fax
jward@clark.edu

U.S. EXPORT ASSISTANCE CENTER (USEAC)

U.S. Export Assistance Centers, which consist of SBA staff and the U.S. Department of Commerce in a single location, provide trade promotion and export-finance assistance for small businesses. The USEACs also work closely with other federal, state and local international trade organizations. To find the USEAC nearest to you, go to: <http://www.sba.gov/aboutsba/sbaprograms/internationaltrade/useac/index.html>.

Inga Fisher Williams

Regional Manager,
SBA International Trade Programs
U.S. Export Assistance Center
One World Trade Center
121 S.W. Salmon St., Ste. 242
Portland, OR 97204
503-326-5498 • 503-326-6351 Fax
inga.fisherwilliams@mail.doc.gov
http://www.sba.gov/localresources/district/or/or_itresources.html

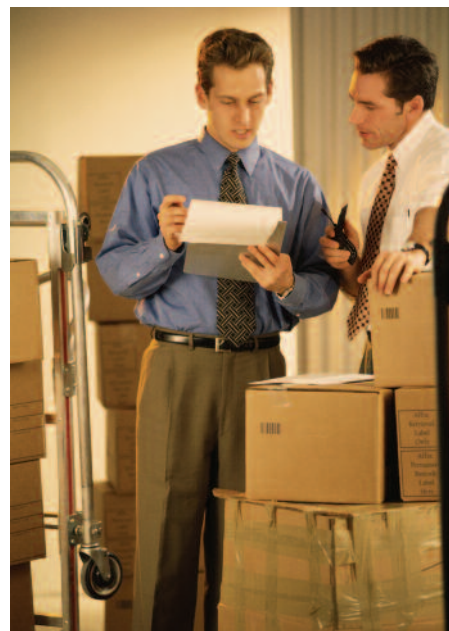
The Portland Export Assistance Center coordinates and leverages federal and state resources to help businesses in Oregon and S.W. Washington to increase exports and compete in the global marketplace. Staffed by international trade specialists of the U.S. Department of Commerce and the U.S. Small Business Administration, the Export Center is a quick access point for all federal export assistance programs and offers business counseling in the following areas: information on markets abroad, international contracts, product promotion, export financing, and SBA export loan programs. For financing assistance, see also:

<http://www.buyusa.gov/oregon/sba.html>.

For export ready companies, the Portland U.S. Export Assistance Center represents a “one-stop-shop” for comprehensive export assistance and access to U.S. government export marketing and export finance programs.

New-to-Export

Start-up assistance for import/export companies is provided by the Small Business Development Center, (503) 978-5080. See also: <http://www.bizcenter.org>.



REGULATIONS

KNOWING THE RULES

Paying Attention to Detail Can Save Time and Money



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

BUSINESS.GOV

Business.gov is the official business link to the U.S. government providing a one-stop shop for federal resources from the federal government agencies that regulate or serve businesses.

Business.gov's new "Permit Me" feature provides a single source for obtaining federal and state permits and professional licenses for businesses. While most businesses in the

United States are required to obtain a permit, professional license, or identification number to operate, finding the right license can be a major challenge for potential business owners.

"Feature Topics" focuses on common business concerns. It provides context to the compliance information provided on the site and helps business owners understand in plain language the regulatory requirements their businesses face. Additional topics will be added on a regular basis in response to the most frequent searches on the site.

The Content Partners Program formalizes relationships with government agencies, trade associations and professional organizations to develop compliance assistance tools and resources for small- and medium-sized businesses. Partner organizations provide domain specific compliance information featured on the site's Feature Topics and Compliance Guides pages. Business.gov is managed by the SBA in partnership with 21 other federal agencies. You're just a computer click away from help 24-hours a day at: www.business.gov.

BUSINESS ORGANIZATION

There are many forms of legal structure you may choose for your business. The most common structures are Sole Proprietorships, General and Limited Partnerships, C and S Corporations and Limited Liability Companies. Each legal structure offers organizational options which are appropriate for different personal situations and which

affect tax and liability issues. We suggest you research each legal structure thoroughly and consult a tax accountant and/or attorney prior to making your decision.

BUSINESS LICENSES & REGISTRATION

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 departments. Consult your state or local government for assistance. For additional information, contact:

Oregon Business Referral Center

Public Service Bldg.
255 Capitol St. N.E., Ste. 151
Salem, OR 97310-1327
brc.sos@state.or.us
<http://www.filinginoregon.com> (click on Business Wizard)
503-986-2200

The Business Referral Center, a service of six state agencies, provides general information on:

- State business registration and license requirements
- Oregon withholding and unemployment taxes, workers' compensation insurance and Workers' Benefit Fund (WBF) assessment, and TriMet and Lane County Transit District taxes for employers
- Referrals to appropriate agencies for state, county and city licenses, regulatory information, business assistance and counseling programs, and public sector loan programs
- Obtaining a federal tax identification number

Washington Department of Licensing – Master License Service

405 Black Lake Blvd. S.W., Bldg. 2
Olympia, WA 98507
360-664-1400

County

Clackamas	503-650-3079
Clark	360-664-1400
Washington	503-846-8761
Multnomah	
Property Taxes	503-988-3326
Bus. Income Tax	503-823-5157

City

Gresham	503-618-2370
Lake Oswego	503-635-0390
Portland	503-823-5157
Vancouver	360-696-8145

**If your city or county is not listed, please consult your local phone directory for the correct number.

CHOOSING YOUR BUSINESS STRUCTURE

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

Each structure offers unique tax and liability benefits. If you're uncertain which format of business is right for you, contact your local SBA office, SBDC, SCORE or WBC for assistance.

Sole Proprietorship

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

General Partnership

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

Limited Partnership

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

- A general partner has greater control in some aspects of the partnership. For example, only a general partner can decide to dissolve the partnership. General partners have no limits on the dividends they can receive from profit so they incur unlimited liability.

- Limited partners can only receive a share of profits based on the proportional amount on their investment, and the liability is similarly limited in proportion to their investment.

"C" Corporation

A "C" corporation is a legal entity created under State law by the filing of articles of incorporation. A corporation is a separate entity having its own rights, privileges and liabilities, apart from those of the individual(s) forming the corporation. It's the most complex form of business organization and is comprised of shareholders, directors and officers. Since the corporation is an entity in its own right it can own assets, borrow money and perform business functions without directly involving the owners. Corporations are subject to more government regulation and it offers the owners the advantage of limited liability, but not total protection from lawsuits.

Subchapter "S" Corporation

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

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

ASSUMED BUSINESS NAME

Registering your business name, after doing a search to make sure that it is not already in use, protects you from others who might be using the same name. For more information contact the Oregon Secretary of State Corporation Division or the Washington Department of Licensing.

BUSINESS INSURANCE

Like home insurance, business insurance protects the contents of your business against fire, theft and other losses. Contact your insurance agent or broker. It is prudent for any business to purchase a number of basic types of insurance. Some types of

coverage are required by law, other simply make good business sense. The types of insurance listed below are among the most commonly used and are merely a starting point for evaluating the needs of your business.

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

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

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

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

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

Officer and Director – Under most state laws, officers and directors of a

corporation may become personally liable for their actions on behalf of the company. This type of policy covers this liability.

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

EMPLOYER IDENTIFICATION NUMBER

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

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

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

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

Internal Revenue Service

General questions and quarterly estimated tax assistance: 800-829-1040
Business Specialty Line: 800-829-4933
Ordering Tax Forms: 800-829-3676

FEDERAL SELF-EMPLOYMENT TAX

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

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

BUSINESS TAX INFORMATION

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

SALES TAX EXEMPTION CERTIFICATE

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

FEDERAL INCOME TAX

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

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

Partnership: You must file a Federal Partnership return (Form 1065). This is merely informational to show gross and net earnings of profit 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 (Form 1120). You

will also be required to report our earning 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 IRS to obtain number and required tax forms. Call 800-829-3676 or 800-829-1040 if you have questions.

SOCIAL SECURITY CARDS

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

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

State Taxes

For questions regarding income, corporation, employment, transit, withholding and timber taxes, contact:
Oregon Department of Revenue
503-378-4988

Oregon Employment Department

Tax Section
503-947-1488

Washington Department of Revenue

In Washington State
800-647-7706 or 360-256-2060

Washington State Employment Security Department

Taxes
360-735-5080

County Taxes

Clackamas County 503-655-8011
Multnomah County 503-823-5157
Washington County 503-846-8741

EMPLOYEE CONSIDERATIONS

Taxes

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

Social Security Administration

800-772-1213
<http://www.ssa.gov>

Federal Withholding

U.S. Internal Revenue Service
800-829-1040
<http://www.irs.gov>

Social Security's Business Services Online

The Social Security Administration provides free electronic services online at www.socialsecurity.gov/employer/. Once registered for Business Services Online, business owners or their authorized representatives can: file W-2s online, and verify Social Security Numbers through the Social Security Number Verification Service (SSNVS), which can be used for all employees prior to preparing and submitting Forms W-2.

Employee Insurance

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

Oregon Combined Employer's Registration

Before issuing any checks in Oregon, file a "Combined Employer's Registration" for assignment of an Oregon Business Identification Number (BIN). The BIN is used when reporting, paying, or making inquiries about any of Oregon payroll taxes (withholding, unemployment insurance and transit taxes as well as the Workers' Benefit Fund assessment) and corporate excise taxes. You must file your registration with the Oregon Department of Revenue

P.O. Box 14800
Salem, OR 97309
503-378-4988 or 503-945-8091
<http://egov.oregon.gov/dor/>

Washington State Department of Revenue

800-647-7706
<http://www.dor.wa.gov>

Worker's Compensation Insurance Registration

Required of all employers. All employees are required to have Worker's Compensation Insurance Coverage. For more information call:

Small Business Ombudsman for Worker's Compensation

Oregon
503-378-4209

Washington State

Ron Langley, Small Business Liaison
Dept. of Labor & Industries
360-902-4205
smallbusiness@lni.wa.gov

Health Insurance For Self-Employed and Small Business

Office of Private Health Partnerships (OPHP)
250 Church St. S.E., Ste. 200
Salem, OR 97301-3921
503-373-1692 Salem Area
888-564-9669 Oregon Toll Free
ophp.mail@state.or.us
<http://www.ophp.oregon.gov>

Washington State

800-562-6900
<http://www.insurance.wa.gov>

SBA Express



Business financing at the pace you're accustomed to – fast.

As an SBA Preferred Lender, KeyBank offers a streamlined application process with simple paperwork and quick turnaround.*

Other benefits that keep pace with you:

- Flexible repayment options
- Dedicated Sales Force
- Longer Terms on Loans
- Greater Cash Flow

To find out more about Key SBA lending, call Dolores Harold at 503-672-3101 or visit key.com/sba.

KeyBank

*SBA loans are subject to credit approval. Certain restrictions may apply. Key is an SBA Preferred Lender. KeyBank is Member FDIC. ©2008 KeyCorp

Worker Employment Regulations

Deals with issues relating to minimum wage, overtime, child labor and Family Medical Leave Act. Also information concerning employment regulations and requirements for federal contractors, subcontractors and farm labor laws. For more information contact:

Oregon State Bureau of Labor & Industries

Portland Office
503-731-4074
<http://www.oregon.gov/boli>
or contact:

U.S. Department of Labor - Wage & Hour Division

OR - 503-326-3057

Washington State - Dept. of Labor & Industries Employment Standards Program

360-902-5316

Department of Environmental Quality (DEQ)

503-229-5696 or
800-452-4011 (within Oregon)
Department of Ecology

Washington State

360-407-6000

WORKPLACE PROGRAM

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

Oregon Disabilities Commission

800-282-8096 (OR)

Human Rights Commission

Washington State
800-233-3247 or 360-753-6770
<http://www.hum.wa.gov>

USCIS

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.

SAFETY & 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.

Use of hazardous substances in businesses is highly regulated and there are heavy fines for non-compliance. For information, contact:

Oregon Occupation Safety and Health Division

503-378-3272 or
800-922-2689 (within Oregon)

Washington State

360-902-5495

Federal Occupational Safety & Health Administration

U.S. Department of Labor
National Contact Center
200 Constitution Ave. N.W.
Washington, DC 20210
866-487-2365
www.dol.gov

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

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

GSI US

7887 Washington Village Dr., Ste. 300
Dayton, OH 45459-8605
937-435-3870

Federal Registration of Trademarks and copyrights

Trademarks or service markets are words, phrases, symbols, designs or combinations 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:

Patent and Trademark Office:

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

Trademark Information Hotline

703-308-9000

State Registration of a Trademark

Trademarks and service marks may be registered in a state.

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 • <http://www.uspto.gov>

Copyrights

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

U.S. Copyright Office

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

FINANCING

GETTING APPROVED

Financing Options to Start or Grow Your Business



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

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 amount that can be borrowed, the type of lenders who can provide these loans, the uses for the loan proceeds, and the terms placed on the borrower.

Note: The SBA does not offer grants to individual business owners to start or grow a business. The only grants the SBA is authorized to provide are for entities to provide businesses management technical assistance to other businesses.

When you seek a business loan familiarize yourself with the SBA's business loan programs to see if they may be a viable option. The three principal players in each of these programs are — the small business, the lender and the SBA. SBA guarantees a

portion of the loan. The business should have its business plan prepared before it applies for a loan. This plan should explain what resources will be needed to accomplish the desired business purpose including the cost of everything, the applicants' contribution, use of loan proceeds, collateral, and most important, an explanation of how the business will be able to repay the loan in a timely manner.

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

7(A) LOAN PROGRAM

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

The business loans that SBA guarantees do not come from the agency, but rather from banks and other lenders. The loans are

funded by these organizations and they make the decisions to approve or not approve the requests.

The SBA guaranty reduces the lender's risk of borrower non-payment. If the borrower defaults, the lender can request SBA to pay the lender that percentage of the outstanding balance guaranteed by SBA. This allows the lender to recover a portion from 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 guaranty, a small business must meet the lender's criteria and the 7(a) requirements. In addition the lender must certify that it would not provide this loan under the proposed terms and conditions unless it can obtain an SBA guaranty. If the SBA is going to provide a lender with a guaranty, the lender must be eligible creditworthy and the loan structured under conditions acceptable to SBA.

PERCENTAGE OF GUARANTIES

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

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

INTEREST RATES AND FEES

Both fixed and variable interest rates are available. Rates are set based on the lowest prime rate* and maturity. For loans with maturities of less than seven years the rate

will be fixed or start at prime plus no more than 2.25 percent. For loans with maturities of seven years or more the rate can be as high as prime plus 2.75 percent. For loans under \$50,000 and for loans processed through SBAExpress, rates are permitted to be higher.

The fee is based on the size of the guaranty percentage associated with the SBA loan whether the loan is short-term (12 months or less) or long-term (over 12 months). You can finance the fee.

On any loan with a maturity of one year or less, the fee is just 0.25 percent of the guaranteed portion of the loan. On loans with maturities of more than one year, the guaranty fee is 2 percent of the SBA guaranteed portion on loans up to \$150,000; 3 percent on loans over \$150,000 but not 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 lowest prime rate as published in the Wall Street Journal on the day the application is received by the SBA.**

7(A) LOAN MATURITIES

SBA loan programs are generally intended to encourage longer term small business financing, but actual loan maturities are based on the ability to repay, the purpose of the loan proceeds and the useful life of the assets

financed. However, maximum loan maturities have been established: 25 years for real estate; up to 10 years for equipment (depending on the useful life of the equipment); and generally up to 10 years for working capital. Short-term loans and revolving lines of credit are also available through the SBA to help small businesses meet their short-term and cyclical working capital needs.

STRUCTURE

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

COLLATERAL

The SBA expects every loan to be fully secured, however, in most cases, the SBA will not decline a request to guaranty a loan if the only unfavorable factor is insufficient collateral, if 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, to adequately secure the loan. Personal guaranties are required from all the principal owners of the business. Liens on personal assets of the principals may be required.

ELIGIBILITY

7(a) loan eligibility is based on four different factors. The first is size, as all loan recipients must be classified as "small" by SBA. The basic size standards are outlined below. A more in-depth listing of standards can be found at: <http://www.sba.gov/services/contractingopportunities/index.html> then select "Size Standards" from the "Contracting Opportunities" menu in the right hand column.

SBA Size Standards:

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

Nature of Business

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

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

Use of Proceeds

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

Proceeds can also be used to:

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

7(a) loan proceeds cannot be used (except for compensation for services rendered) for floor plan financing or to have funds for the purpose of making investments.

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 applicant business and its principal owners must use their own resources before getting a loan guaranteed

SUCCESS STORY

Glass Alchemy, Ltd.

continued from page 7

manufacturing glass products in a 10,000 square foot facility. With an increase of employees from four to seventeen over the past eight years, and a continued rise in glass production volume, the company outgrew its current facility. With the help of an SBA 7(a) loan from West Coast Bank, the company will relocate to a larger space of approximately 20,000 square feet to accommodate its growth.

The company originally manufactured glass for artists in Oregon; however, with the additional 200 colors researched and created by Grimmett, the company now sells its glass both in the United States and abroad. The company has maintained steady growth in net worth. Today, Susan Webb, her husband and seventeen employees manufacture the raw materials used by artists in the U.S. and internationally to make beads and jewelry, decorative fireplaces, outdoor fountains, artistic goblets and teapots.

by SBA. It also includes SBA's anti-discrimination rules and prohibitions on lending to agricultural enterprises because there are other agencies of the federal government with programs to fund such businesses.

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

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

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

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

What to Take to the Lender

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

Common requirements include the following:

- Purpose of the loan.
- History of the business.
- Financial statements for three years (existing businesses).
- Schedule of term debts (existing businesses).
- Aging of accounts receivable and payable (existing businesses).
- Projected opening-day balance sheet (new businesses).
- Lease details.
- Amount of investment in the business by the owner(s).
- Projections of income, expenses and cash flow as well as the assumptions.
- Personal financial statements on the principal owners.
- Resume(s) of the principal owners and managers.

How the 7(a) Program Works

Applicants submit their loan application to a lender for 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, and the applicant should be prepared to complete some

additional documents before the lender sends its request for guaranty to the SBA.

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

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

What the SBA Looks for:

- Ability to repay the loan on time from the projected operating cash flow.
- Owners and operators who are of good character.
- Feasible business plan.
- Management expertise and commitment necessary for success.

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- Sufficient funds, including the SBA guaranteed loan, to operate the business on a sound financial basis (for new businesses, this includes the resources to meet start-up expenses and the initial operating phase).
- Adequate equity invested in the business.
- Sufficient collateral to secure the loan or all available collateral if the loan cannot be fully secured.

SBAEXPRESS

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

www.sba.gov/localresources/index.html
Portland District Office

601 S.W. Second Ave., Ste. 950
Portland, OR 97204
503-326-2682 • 503-326-2808 Fax

PATRIOT EXPRESS

The Patriot Express Initiative 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 a service member
- Widowed spouse of a service member or veteran who died during service or of a service-connected disability

The Patriot Express loan is offered by SBA's widest network of lenders nationwide and features our fastest turnaround time for loan approvals. Loans are available up to \$500,000 and qualify for SBA's maximum guaranty of 85 percent for loans of \$150,000 or less and 75 percent for loans over \$150,000 up to \$500,000. For loans above \$350,000, lenders are required to take all available collateral.

The Patriot Express loan can be used for most business purposes, including start-up, expansion, equipment purchases, working

capital, inventory or business-occupied real-estate purchases.

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

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

COMMUNITYEXPRESS PILOT LOAN PROGRAM

The CommunityExpress Pilot Loan Program provides streamlined business financing and management and technical assistance to small businesses located in distressed or underserved markets. The CommunityExpress program is offered through hundreds of selected SBA lenders throughout the nation. Under CommunityExpress, approved lenders may use streamlined and expedited loan review and approval procedures to process SBA-guaranteed loans. These lenders may thus use, to the maximum extent possible, their own loan analysis, loan procedures, and loan documentation to process SBA loans to \$250,000. However, borrowers must receive technical assistance to qualify for this program.

Special Purpose 7(a) Loan Programs

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

CAPLines

The CAPLines program is designed to help small businesses meet their short-term and cyclical working capital needs. There are five loan programs under the CAPLines umbrella. The programs can be used to finance seasonal working capital needs; finance the direct costs of performing certain construction, service and supply contracts; finance the direct cost associated with commercial and residential construction; finance operating capital by obtaining advances against existing inventory and accounts receivable; and consolidate short-term debt. SBA provides up to an 85 percent guarantee. There are five distinct programs under the CAPLine umbrella:

- **The Contract Loan Program** is used to finance material and labor needs for a specific contract or contracts. Proceeds can be disbursed before the work begins. If used for one contract, it is generally not revolving; if used for more than one contract at a time, it can be revolving. The loan maturity is usually based on the length of the contract, but no more than five years. Payment from the contract award must be sent directly to the lender.
- **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 a definite established seasonal pattern and thus must have been in business for a period of 12 months in order to establish that pattern. The loan does not revolve during the season but may be used over again after a "clean-up" period of 30 days. These also may have a maturity of up to five years. The business may not have another seasonal line of credit outstanding but may have other lines for non-seasonal working capital needs.
- **The Builders Line Program** Provides financing for small 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. Proceeds are used solely for direct expenses of acquisition, immediate construction and/or significant rehabilitation of the residential or commercial structures. The purchase of the land can be included if it does not exceed 20 percent of the loan proceeds. Up to 5 percent of the proceeds can be used for physical improvements that benefit the property.
- **The Small Asset-Based Line** is a revolving line of credit used to support an increase in accounts receivable or inventory. The loan can be used for revolving lines up to \$200,000 to purchase inventory, pay direct labor or finance accounts receivable and is advanced against existing inventory or accounts receivable. Repayment comes from the collection of accounts receivable or sale of inventory. It does require periodic servicing and monitoring of the collateral for which the lender can charge up to two percent annually to the borrower. These lines are generally used by businesses providing credit to their customers.
- **The Standard Asset-Based Line** is similar to the Small Asset-Based Line, but for loan amounts over \$200,000. It does require stricter servicing and monitoring and the lender may pass these costs along to the borrower.

EXPORT TRADE FINANCING

Export Working Capital Program

www.sba.gov/aboutsba/sbaprograms/internationaltrade/index.html

The SBA's Export Working Capital Program assists lenders in meeting the needs of exporters seeking short-term export working capital. This program enables U.S. exporters to obtain loans to fund their direct export costs. The EWCP supports single transactions or revolving lines. The maximum dollar amount of an export line of credit under this program is \$2 million. SBA guarantees up to 90% of a loan amount or \$1.5 million, whichever is less. Loan maturities are generally for a term of 12 months. The guaranty can be reissued for an additional 12 months through an abbreviated application process. The guaranty fee the SBA charges is 0.25 percent of the guaranteed amount of the loan for the initial 12 months. The borrower negotiates the interest rate and all other fees with the lender. The program offers flexible terms, low fees and a quick processing time.

Eligibility of Exporter

You must have an operating history of at least one year – not necessarily in exporting. The SBA may waive this requirement if you have sufficient export trade experience or other managerial experience.

Eligible Buyers

The foreign buyer must be a creditworthy entity located in an acceptable foreign country, to both the lender and SBA.

Use of EWCP Proceeds:

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

Ineligible Use of Proceeds

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

Collateral Requirements

- Collateral for the manufacturing sector typically consists of a first lien on all export-related inventory and export related accounts receivable.

- Collateral for the service sector typically consists of assignment of proceeds of export-related contracts or purchase orders and a first lien on export-related accounts receivable.
- Other collateral may be required.

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

SBA Ex-Im Bank Co-Guarantee

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

Eligibility of Exporter

The same as for the SBA EWCP Program.

Eligible Buyers

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

Use of Proceeds

Same as the SBA EWCP.

Ineligible Use of Proceeds

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

Collateral Requirements

Same as the SBA EWCP.

Discounted Credit Insurance Premiums

The Export-Import Bank of the United States and the SBA provide SBA export loan recipients with a 25 percent discount on export credit insurance premiums. Ex-Im

Bank export credit insurance protects your company against nonpayment and enables you to sell on the competitive "Open account" terms. You can enter new markets and increase sales in existing markets and have the ability to match the credit terms offered by your foreign competitors. Ex-Im Bank provides up to 95 percent coverage for both commercial risks, for example buyer insolvency and default, and political risks, war, revolution, and the cancellation of an export or import license.

How to Apply

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

INTERNATIONAL TRADE LOAN PROGRAM

The program helps small businesses engaged or preparing to engage in international trade as well as small businesses adversely affected by competition from imports. This program allows for an increased maximum dollar amount of SBA guaranty outstanding to any one business (and affiliates) from \$1.5 million to \$1.75 million. In order to reach the \$1.75 million SBA guaranty ceiling, the borrower must have an international trade loan as well as an SBA working capital loan or line of credit. The international trade loan provides an SBA guarantee up to \$1.5 million of a term loan used for the acquisition, construction, renovation, modernization, improvement or expansion of long-term fixed assets or the refinancing of an existing loan used for these same purposes. In addition a borrower may have a separate working capital loan (term or line of credit) with a maximum SBA guarantee of \$1.25 million. When combined, the maximum SBA guaranty outstanding to any one business is \$1.75 million. The SBA guarantee fee and interest rates are the same as for any standard 7(a) loans.

Eligibility of Exporter

- Applicants must meet the same eligibility requirements for a 7(a) loan.
- Applicant must establish the loan will significantly expand or develop an export market, or the applicant has been adversely affected by import competition, and, in addition the applicant must show that

upgrading equipment or facilities will improve its competitive position.

- If eligibility is based on entering or expanding export sales, the applicant must submit a one or two page international business plan, including sufficient information to reasonably support the likelihood of expanded export sales.

Use of Proceeds

- For facilities or equipment, including purchasing land and building(s); building new facilities; renovating, improving, or expanding existing facilities; purchasing or reconditioning machinery, equipment and fixtures; and making other improvements that will be used within the United States for producing goods or services.

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

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

Export Express

The Export Express program is designed to help SBA meet the export financing needs of small businesses. It is a subprogram of SBAExpress and is therefore subject to the same loan processing, making, closing, servicing, and liquidation requirements as well as the same maturity terms, interest rates, and applicable fees as for other SBA loans except as noted below. The total Export Express loan cannot exceed \$250,000. SBA guarantees 85 percent for loans of \$150,000 and under and 75 percent for loans over \$150,000 to \$250,000. SBA allows participating lenders to make their own credit decisions. SBA provides a quick processing time, less than 36 hours.

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

Use of Proceeds

- Finance standby letters of credit used for either bid or performance bonds;
- Finance export development activities such as export marketing and promotional activities, participation in foreign trade shows, translation of product literature for foreign markets, and other activities designed to initiate or expand the applicant's export of its products/services from the U.S.;
- Provide transaction-specific financing for overseas orders;
- Provide revolving lines of credit for export purposes, the term of which must not exceed seven years. In some instances, as a normal course of business, the borrower may use portions of revolving lines of credit for domestic purposes, but no less

than 70 percent of the revolver to be used for export related purposes;

- Provide term loans and other financing to enable small business concerns, including small business export trading companies to develop foreign markets; and
- Acquire, construct, renovate, modernize, improve or expand production facilities or equipment to be used in the U.S. in the production of goods or services to be exported from the U.S.

Ineligible Use of Proceeds

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.

How to Apply

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

Community Adjustment and Investment Program

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

SBA's non-7(a) Loan Programs

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

CERTIFIED DEVELOPMENT COMPANY LOANS (504 LOAN PROGRAM)

The 504 Loan Program is an economic development program that supports American small business growth and helps communities through business expansion and job creation. This SBA program provides long-term, fixed-rate, subordinate mortgage financing for acquisition and/or renovation of capital assets including land, buildings and

equipment. Most for-profit small businesses are eligible for this program. The types of businesses excluded from 7(a) loans (listed previously) are also excluded from the 504 loan program.

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 is:

- \$1.5 million for businesses that create a certain number of jobs or improve the economy of the locality;
- \$2 million for businesses that meet a specific public policy goal, including veterans; and
- \$4 million for manufacturers.
- Eligible project costs are limited to long-term, fixed assets such as land and building (occupied by the borrower) and substantial machinery and equipment. Working capital is not an eligible use of proceeds.
- Most borrowers are required to make an injection (borrower contribution) of just 10 percent which allows the business to conserve valuable operating capital. A further injection of 5 percent is needed if the business is a start-up or new (less than 2 years old) and a further injection of 5 percent is also required if the primary collateral will be a single purpose building.
- Two-tiered project financing: a lender finances approximately 50 percent of the project cost and receives a first lien on the project assets (but no SBA guaranty); A CDC (backed by a 100% SBA-guaranteed debenture) finances up to 40% of the project costs secured with a junior lien. The borrower provides the balance of the project costs.
- Fixed interest rate on SBA loan. SBA guarantees the debenture 100 percent. Debentures are sold in pools monthly to private investors. This low, fixed rate is then passed on to the borrower and establishes the basis for the loan rate. A recent history of debenture rates may be found at www.nadco.org.
- All project-related costs can be financed, including acquisition (land and building, land and construction of building, renovations, machinery and equipment) and soft costs, such as title insurance and appraisals. Some closing costs may be financed.
- Collateral is typically a subordinate lien on the assets financed; allows other assets to be free of liens and available to secure other needed financing.
- Long-term real estate loans are up to 20-year term, heavy equipment 10 or 20-year term and are self-amortizing.

Businesses that receive 504 loans are:

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

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

Ameritrust CDC

17405 76th Ave. W.
Edmonds, WA 98026
425-787-6100 or 206-660-1006 Cell
Territory: Statewide Washington

CCD Business Development Corporation (CCDBDC)

744 SE Rose St.
Roseburg, OR 97470
541-672-6728 or 800-452-6010 Toll Free
541-672-7011 Fax
Territory: Statewide (Oregon)

CCDBDC Roseburg Office

242 Laurel Dr.
Roseburg, OR 97470
541-672-5665 • 541-672-6195 Fax
Territory: Statewide (Oregon)

CCDBDC North Bend Office

2455 Maple Leaf, Ste. 13 B
North Bend, OR 97459
541-756-4101 or 866-202-5903 Toll Free
541-756-1167 Fax
Territory: Statewide (Oregon)

CCDBDC Portland Office

6312 S.W. Capitol Hwy., Ste. 441
Portland, OR 97239
503-245-1175 Phone & Fax
503-789-8191 Cell
ccdbusiness@hevanet.com
Territory: Statewide (Oregon)

Cascades West Financial Services, Inc. (CWFSI)

1400 Queen Ave. S.E., Ste. 205-C
Albany, OR 97322
541-924-8480 • 541-967-4651 Fax
Territory: Oregon, Clark and Skamania Counties of WA.

CWFSI Salem Office

c/o Mid-Willamette Valley Council of Governments
105 High St. S.E.
Salem, OR 97301
503-588-6177 • 503-588-6094 Fax
Territory: Oregon, Clark and Skamania Counties of WA.

CWFSI Eugene Office

c/o Lane Council of Governments
99 E. Broadway, Ste. 400
Eugene, OR 97401
541-682-7450 • 541-682-4099 Fax
Territory: Oregon, Clark and Skamania Counties of WA.

Evergreen Community Development Association (ECDA)

1618 S.W. First Ave., Ste. 401
Portland, OR 97201
503-222-7496 or 877-439-3232 Toll Free
503-222-7498 Fax
Territory: Statewide- Washington & Oregon

EDF Resource Capital, Inc.

7509 Madison Ave., Ste. 111
Citrus Heights, CA 95610
916-962-3669
Territory: Curry, Jackson, Josephine, Klamath and Lake counties in Oregon

Greater Eastern Oregon Development Corporation

2016 Airport Rd./P.O. Box 1041
Pendleton, OR 97801
541-276-6745 • 541-276-6071 Fax
Territory: Statewide (Oregon)

Northwest Business Development Association

P.O. Box 87443
Vancouver, WA 98687
360-521-5704
Territory: Statewide- Washington and the following counties in Oregon: Clackamas, Columbia, Multnomah and Washington

Northwest Small Business Finance Corporation

4660 N.E. Belknap Ct., Ste. 101-J2
Hillsboro, OR 97124
503-629-9662 • 877-296-0703 Fax
503-803-3503 Cell
Territory: Statewide (Oregon)

Oregon Business Development Corporation

2363 S.W. Glacier Pl.
Redmond, OR 97756
541-548-9538
Territory: Statewide (Oregon)

MICROLOAN PROGRAM

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

For more information, go to www.sba.gov/services, then choose "SBA Loans" from the links in the right-hand

column. From there, click on "Micro Loans." Oregon Association of Minority Entrepreneurs (OAME) Credit Corporation

4134 N. Vancouver Ave.
Portland, OR 97217
503-249-7744
Service Area: Clackamas, Clatsop, Columbia, Hood River, Multnomah, Tillamook, Washington Counties in Oregon and Clark County in Washington

Umpqua Community Development Corp.

605 S.E. Kane St.
Roseburg, OR 97470
541-673-4909
Service Areas: Coos, Curry and Douglas Counties.

SMALL BUSINESS INVESTMENT COMPANY PROGRAM

There are a variety of alternatives to bank financing for small businesses, especially business start-ups. The Small Business Investment Company Program fills the gap between the availability of venture capital and the needs of small businesses that are either starting or growing. Licensed and regulated by the SBA, SBICs are privately owned and managed investment funds that make capital available to qualifying small businesses through investments or loans. They use their own funds plus funds obtained at favorable rates with SBA guarantees. SBICs are for-profit firms whose incentive is to share in the success of a small business. In addition to equity capital and long-term loans, SBICs provide managerial assistance. The SBIC Program provides funding for a broad range of industries and stage of investment, in areas across the country. Some SBICs invest in a particular field or industry while others invest more generally. Most SBICs concentrate on a particular stage of investment such as start-up or expansion and focus on a specific geographic area. For more information contact your nearest SBA office or the Web site at www.sba.gov/services, then choose "Financial Assistance" from the menu below. From there, click on "Equity Capital" and choose "SBA's Investment Program."

Northern Pacific Capital Corporation

937 S.W. 14th St., Ste. 200/P.O. Box 1658
Portland, OR 97207
503-241-1255 • 503-299-6653 Fax
Type of Capital Provided:
Sub. Debt w/Warrants
Funding Stage Preference: Expansion, Later Stage
Industry Preference: Diversified
Geographic Preferences: Pacific, Northwest
Description of Firm's Focus: Focus on providing expansion capital and funding for management buyouts.



Tamarack Mezzanine Partners, L.P.

522 S.W. Fifth Ave., Ste. 915
 Portland, OR 97204
 503-517-8939 • 503-517-8938 Fax
 Investment Size Range:
 Preferred Min: \$500,000
 Preferred Max: \$5,000,000
 Type of Capital Provided: Subordinated Debt
 w/Warrants
 Funding Stage Preference: Later Stage
 Expansion
 Industry Preference: Diversified
 Geographic Preferences: Northwest

THE SURETY BOND GUARANTEE PROGRAM

Although it is not a business loan program, the Surety Bond Guarantee Program is a public-private partnership between the federal government and the surety industry providing small businesses with the bonding assistance necessary for them to compete for government and private contracting opportunities. The guarantee provides the necessary incentive for sureties to bond small businesses that would otherwise be unable to obtain bonding. They typically lack the combination of working capital and a performance track record necessary to secure bonding on a reasonable basis through regular commercial channels.

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

sustained if a contractor breaches the terms of the contract.

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

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

Contractors Bonding & Insurance Company, Inc. (CBIC)

1201 N.E. Lloyd Blvd., Ste. 360
 Portland, OR 97232
 800-926-2242 or 503-287-6000
 800-873-2153 Fax

USI, Northwest

700 N.E. Multnomah St., Ste. 1300
 Portland, OR 97232
 503-224-8390 • 503-417-9251 Fax

Elliott, Powell, Baden & Baker, Inc.

1521 SW Salmon St.
 Portland, OR 97205
 503-445-8404 • 503-445-8494 Fax

Business Capital Resource Centers

A Business Capital Resource Center (BCRC) is a partnership between the U.S. Small Business Administration (SBA), Oregon Economic & Community Development Department (OECDD), Oregon Small Business Development Center Network (OSBDCN), SCORE and local community organizations designed to offer small business assistance from a common and easy to access location. The BCRC is the ideal vehicle to better serve the small business community, in particular the under-served small businesses, and to contribute to the economic growth of Oregon.

Small businesses historically have had difficulties in accessing the basic financial resources that they need to develop and grow. The objective of the BCRC is to help clients in improving their access to these resources by providing assistance in writing a business plan, loan proposal or providing information on local capital resources, thereby providing increased funding opportunities to the small business community.

The BCRC offers a comprehensive small business library and publications, as well as computer resources. Extensive training and counseling services are available from local Small Business Development Centers (SBDCs) and from SCORE. The BCRC makes available information on a range of financial products, including Microenterprise Loans and Private Sector Lending Partners. Finally, the BCRC provides information in securing government contracts. For more information, contact one of the following:

Oregon Association of Minority Entrepreneurs

Portland, OR 97201
 503-249-2965

Chemeketa Community College (SBDC)

Salem, OR 97301
 503-399-5088

Oregon Institute of Technology (SBDC)

Klamath Falls, OR 97601
 541-885-1760

U.S. Small Business Administration

Portland, OR 97204
 503-326-2682

U.S. Small Business Administration Loan Reference Chart Information current as of October 2007

Program	Maximum Amount	Percent of Guaranty	Use of Proceeds	Maturity	Maximum Interest Rates	Guaranty Fees	Who Qualifies	Benefits to Borrowers
Regular 7(a): SBA approves Preferred Lender Program: Lender approves www.sba.gov/services/financialassistance/sba.loantopics/7a/index.html	\$2 million gross (\$1.5 million guaranty)	Maximum guaranty of 75% up to \$1.5 million; 85% if gross loan is \$150,000 or less.	Expansion/renovation; New construction; Purchase land or buildings; Purchase equipment, fixtures, leasehold improvements; Working capital; Refinance debt for compelling reasons; Seasonal line of credit, inventory.	Depends on ability to repay. Generally working capital & machinery & equipment (not to exceed life of equipment) is 5-10 years; Real estate is 25 years.	Loans 7 years or less; max. prime +2.25%; Over 7 years; prime +2.75%; Under \$50,000, rates can be higher by 2% for loans of \$25,000 or less; and 1% for loans between \$25,000 & \$50,000. Prepayment penalty for loans with maturities of 15 years or more if prepaid during 1st 3 years.	(Fee charged on guaranteed portion of loan only) Maturity 1 year or less 0.25% guaranty fee. Over 1 year: \$150,000 gross amount or less = 2%; \$150,001-\$700,000 = 3.0%; Over \$700,000 = 3.5% on guar. portion over \$1 million. Ongoing fee of 0.494%.	Must be profit & meet SBA size standards; Show good character, credit, management, and ability to repay. Must be an eligible type of business.	Long-term financing; Improved cash flow; Fixed maturity; No balloons; No prepayment penalty (under 15 years).
SBAExpress: Lender approves. Minimal SBA paperwork. www.sba.gov/services/financialassistance/7alenderprograms	\$350,000	50%	May be used for revolving lines of credit (up to 7 year maturity) or for a term loan [same as 7(a)].	See 7(a)	Loans \$50,000 or less prime + 6.5%; \$50,000 + Prime + 4.5%.	See 7(a)	See 7(a)	Faster turnaround; Streamlined process; Easy-to-use line of credit.
Community Express: Same as Regular 7(a) but must be located in a low or moderate income urban or rural area, or owned by a minority, woman or a veteran. www.sba.gov/services/financialassistance/7alenderprograms	\$250,000	85% on loans of \$150,000 or less. Loans over \$150,000 receive a 75% guaranty.	See 7(a)	See 7(a)	Same as SBAExpress	2% on guaranteed portion of loans up to \$150,000; 3% on the guaranteed portion of loans more than \$150,000. 1/4% for lines of credit up to one year.	No SBA application required. Bank has delegated authority. Program provides Technical Assistance as needed for marketing, financial, management & planning.	Lender uses own funds; Streamlined process; No collateral required for loans up to \$25,000; Designed for smaller loans; Technical assistance provided
Patriot Express: Lender approves loan; Minimal additional SBA paperwork. www.sba.gov/services/financialassistance/7alenderprograms	\$500,000	Maximum guaranty of 75% up to \$375,000; 85% if gross loan is \$150,000 or less.	Same as SBAExpress	See 7(a)	Same as Regular 7(a)	See 7(a)	See 7(a). In addition, small business must be owned and controlled by one or more of the following groups: veteran, active-duty military, reservist or National Guard member or a spouse of any of these groups, or a widowed spouse of a service member or veteran who died during service or of a service-connected disability.	Lower rate maximums than other SBAExpress programs; Less paperwork; Fast turnaround; Expanded eligibility; Electronic application
CAPLines: Short-term/Revolving Lines of Credit; Seasonal Contract Builders Standard/ Small Asset-Based www.sba.gov/services/financialassistance/SpecialPurposeLoans	\$2 million (small asset based limited to \$200,000)	75% if more than \$150,000; 85% if total loan is \$150,000 or less.	Finance seasonal working capital needs; cost to perform; Construction costs, advances against existing inventory and receivables, consolidation of short-term debts.	Up to 5 years	Same as 7(a) except the Standard Asset-Based no fee restriction, but fee disclosure to SBA required.	See 7(a)	See 7(a) Existing business	Funds short-term working capital; Various lines of credit; Allows business to obtain contracts; Larger in size for business growth; Can be used to create current assets; Can be used to finance existing current assets
International Trade www.sba.gov/services/financialassistance/SpecialPurposeLoans	\$2 million (Separate working capital loan plus IT loan together may have \$1.75 million combined guaranty.)	75% if more than \$150,000 85% if total loan is \$150,000 or less	IT loan must be used only for the acquisition of long-term, fixed assets. A separate working capital loan may be used for working capital needs associated with international trade.	Up to 25 years	See 7(a)	No cap	Small businesses (see 7(a) for qualifications) engaged/preparing to engage in international trade/adversely affected by competition from imports.	Long-term financing for land & building where assets are used to produce products sold.
Export Working Capital Program: 1-page application, fast turnaround, may apply for prequalification letter. www.sba.gov/services/financialassistance/SpecialPurposeLoans	\$2 million (may be combined with International Trade loan)	90% up to \$1.5 million maximum guaranty	Short-term, working-capital loans for exporters	Matched single transaction cycle or generally 1 year for line of credit.	No cap	See 7(a)	Small businesses 7(a) for other qualifications, those who need short-term working capital.	Short-term working capital for export needs; Inexpensive minimum guaranty fee 1/4 of 1%; Revolving or transaction based; Allows specific financing for exporting without disrupting domestic financing and business plan
Microloans: Through non-profit lending organizations; Technical assistance also provided. www.sba.gov/services/financialassistance/sbaloantopics	\$35,000 (total loan amount to small business borrower)	Not applicable	Purchase machinery & equipment, fixtures, leasehold improvements; Finance increased receivables; working capital. Cannot be used to repay existing debt.	Shortest term possible, not to exceed 6 years	Negotiable with intermediary. Subject to either 7.75 or 8.5% above intermediary cost of funds.	No guaranty fee	Same as 7(a)	Direct loans from nonprofit intermediary lenders; Fixed-rate financing; Very small loan amounts; Technical assistance available
504 Loans: Provided through Certified Development Companies (CDCs) which are licensed by SBA. www.sba.gov/services/financialassistance/sbaloantopics	504 loan maximum amount ranges from \$1.5 million to \$4.0 million depending on project.	Project costs financed by: 504 Loan up to 40%; Lender: 50%; Equity 10-20%.	Long-term, fixed-asset loans; Lender (non-guaranteed) financing secured by first lien on project assets. 504 loan provided from SBA 100% guaranteed debenture sold to investors at fixed rate secured by 2nd lien.	504 Loan: 10- or 20-year term. Lender (unguaranteed) financing may have a shorter term.	Fixed rate on 504 Loan established when debenture backing loan is sold. Declining prepayment penalty for 1/2 of term.	0.5% upfront fee to SBA on the first mortgage amount. Ongoing guaranty fee on 504 loan (FY2008) is 0.021% of principal O/S. Ongoing fee % does not change during term.	For profit businesses that do not exceed \$7.5 million in tangible net worth and do not have average net income over \$2.5 million for past 2 years.	Fees under 3% Long-term fixed rate Low down payment Full amortization; no balloons

BUSINESS PREPARATION

SMALL BUSINESS TRAINING NETWORK

How to Get Equipped With Business Intelligence



The Small Business Training Network is an Internet-based training site. It provides small businesses with free online courses, workshops, learning tools and direct access to electronic counseling and other forms of technical assistance.

Key Features of the SBTN:

- Training is available anytime and anywhere—all you need is a computer with Internet access.
- More than 23 free online courses and workshops available
- Offers a comprehensive e-library with hundreds of e-publications, electronic tools and information resources.

- Online, interactive assessment tools are featured and used to direct clients to appropriate training.

Find the SBTN at
www.sba.gov/training.

CONTRACTING OPPORTUNITIES

FEDERAL PROCUREMENT OPPORTUNITIES

How to Apply for Government Contracts



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

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

THE PRIME CONTRACTS PROGRAM

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

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

The Subcontracting Assistance Program

The Subcontracting Assistance Program promotes maximum use of small businesses by the nation's large prime contractors. The SBA's Commercial Market Representatives

work with large businesses to identify and expand subcontracting opportunities for small businesses. CMRs conduct compliance reviews to ensure that large businesses comply with small business subcontracting requirements. They also provide guidance to assist small businesses in identifying subcontracting opportunities and marketing their products and services to these large contractors.

CMRs also work with agencies to ensure subcontracting with small and small, disadvantaged businesses, women-owned small businesses, HUBZone firms and small businesses owned by service-disabled veterans through inclusion of subcontracting evaluation factors and sub-factors.

THE CERTIFICATE OF COMPETENCY PROGRAM

The Certificate of Competency program allows a small business to appeal a contracting officer's determination that it is unable to fulfill the requirements of a specific

government contract on which it is the apparent low bidder. The SBA will conduct a detailed review of the firm's technical and financial capabilities to perform on the contract. If the business demonstrates the ability to perform, the SBA issues a Certificate of Competency to the Contracting Officer, requiring award of that contract to the small business.

SMALL BUSINESS SIZE STANDARDS

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

The SBA has also established a table of size standards, matched to North American Industry Classification System industries, used to determine eligibility for SBA programs and small business preferences for federal government contracts.

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

Size Determination

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

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

Government Contract Assistance Resources

Government Contract Assistance Program -- Oregon

P.O. Box 1364
Lake Oswego, OR 97035
503-635-3921 or 800-803-7175
503-635-3921 Fax
mbowen@gcap.org
<http://www.gcap.org>

Procurement Assistance

Contact: Tiffany Scroggs
Thurston Economic Development Council
665 Woodland Sq. Loop S.E., Ste. 201
Lacey, WA 98053
360-754-6320 • 360-407-3980 Fax
tscroggs@thurstonedc.com
<http://www.thurstonedc.com>

Government Contracting Assistance Program

1144 Gateway Loop, Ste. 203
Springfield, OR 97477
541-736-1088 or 800-497-7551
541-736-1090 Fax
info@gcap.org
<http://www.gcap.org>

Government Contracting Assistance Program

2455 Maple Leaf Ln.
North Bend, OR 97459
541-756-7505 or 800-970-4227
541-756-5735 Fax
adowers@gcap.org
<http://www.gcap.org>

SMALL BUSINESS VENDOR DATABASE

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

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

SBA maintains the Dynamic Small Business Search function of the CCR. Businesses profiled on the DSBS can be searched by NAICS codes, keywords, location, quality certification, bonding level business type, ownership, SBA certification, and by women, minority, veteran and service-disabled veteran ownership. The DSBS serves as a marketing tool for small businesses because the business profiles in the DSBS include information from SBA's files and other available databases plus additional business and marketing information on individual firms.

To search the DSBS for small businesses, click on: http://dsbs.sba.gov/dsbs/search/dsp_dsbs.cfm or select the "Dynamic Small Business Search" at the CCR Web site at: <http://www.ccr.gov>.

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

SUB-NET

Prime contractors use SUB-Net to post subcontracting opportunities. Small businesses can review this Web site to identify opportunities in their area(s) of

expertise. While the Web site is designed primarily as a place for large businesses to post solicitations and notices, it is also used by federal agencies, state and local governments, nonprofit organizations, colleges and universities, and even foreign governments for the same purpose.

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

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

HUBZONE PROGRAM

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

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

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

SBA is responsible for:

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

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

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

- At least 35 percent of its employees must reside in a HUBZone.

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

For additional information regarding the HUBZone Program, please visit:
<http://www.sba.gov/services/contractingopportunities/contracting/hubzone/index.html/>.

ASSISTANCE FOR SMALL AND DISADVANTAGED BUSINESSES

8(a) Business Development Program

The SBA's Section 8(a) Business Development Program provides various forms of assistance (management and technical assistance, financial assistance, government contracting assistance and advocacy support) to foster the growth and development of businesses owned by socially and economically disadvantaged individuals.

SBA assists these businesses, (during a nine-year tenure in the 8(a) Business Development Program), to gain access to the resources necessary to develop their businesses and improve their ability to compete in the mainstream of the American economy.

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

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

Portland District Office

601 S.W. Second Ave., Ste. 950
 Portland, OR 97204
 503-326-2682 • 503-326-2808 Fax

Other minority business assistance can be obtained from the following organizations:

Oregon Association of Minority Entrepreneurs (OAME)

4134 N. Vancouver
 Portland, OR 97217
 503-249-7744

Oregon Native American Business Enterprise Network (ONABEN)

A Native American Business Network
 11825 S.W. Greenburg Rd., Ste. B3
 Tigard, OR 97223
 503-968-1500

Oregon Native American Chamber of Commerce

P.O. Box 82068
 Portland, OR 97282-0068
 503-654-2138 ext. 205

Hispanic Metropolitan Chamber of Commerce

P.O. Box 1837
 Portland, OR 97207
 503-222-0280

Philippine American Chamber of Commerce of Oregon (PACCO)

5424 N. Michigan St.
 Portland, OR 97217
 503-285-1994

African American Chamber of Commerce of Oregon

P.O. Box 5488
 Portland, OR 97228-5488
 503-796-8667 or 800-909-2882 Toll Free
 blackchamber@usa.net
<http://www.blackchamber.info>

Small Business Financial Services

WELLS FARGO

The Next Stage®

Flexibility means freedom.



With the flexibility of a Wells Fargo SBA loan, you'll have the freedom to take your small business to *The Next Stage*®. With lending specialists that offer customized terms and payment options, you can consolidate debt, improve cash flow and more. You will get the expertise of a leading SBA lender, plus the support of a financial services provider that has been working with small businesses for 150 years. Call 1-800-545-0670 to talk to a specialist, or visit us online at wellsfargo.com/biz to start the quick and easy process of applying for a SBA loan.

SBA Lending

Preferred Lender

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Eligibility Criteria:

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

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

Social disadvantage:

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

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

Economic disadvantage:

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

Net worth:

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

Day-to-Day Management:

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

For additional information on the 8(a) Business Development Program, please visit: <http://www.sba.gov/aboutsba/sbaprograms/8abd/index.html>.

Small Disadvantaged Business Certifications

To qualify as a small disadvantaged business, a firm must be owned and controlled by one or more individuals who are socially and economically disadvantaged. Congress has directed that individuals who are members of certain ethnic groups are presumed to be disadvantaged. Other persons, including women and persons of any race, can also qualify by establishing their disadvantaged status.

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

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

Online 8(a)/SDB Application

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

You may access the electronic 8(a)/SDB application by visiting: <https://sba8a.symplicity.com/applicants/guide>

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

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

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

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

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

The Mentor-Protégé Program for 8(a) Participants

Through the SBA's Mentor-Protégé Program, 8(a) Program participants can receive in-depth business advice to assist them in becoming more competitive in obtaining federal government contracts. The

SBA's Mentor-Protégé Program encourages private-sector relationships and broadens the agency's efforts to address the needs of clients in the 8(a) Program.

If you are an 8(a) participant, mentors can provide you with technical and management assistance, financial assistance in the form of equity investments or loans, subcontract support, and assistance in performing prime contracts through joint-venture arrangements with 8(a) businesses.

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

MANAGEMENT AND TECHNICAL ASSISTANCE

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

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

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

More information is at:

<http://www.sba.gov/aboutsba/sbaprograms/8abd/index.html> or call 503-326-2682.

SERVICE-DISABLED VETERAN-OWNED SMALL BUSINESS

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

controlled by service-disabled veterans.

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

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

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

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

SMALL BUSINESS INNOVATION RESEARCH PROGRAM

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

SBIR Requirements:

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

- Be 51 percent owned and controlled by one or more individuals who are U.S. citizens or permanent resident aliens in the U.S. or be a for-profit business concern that is at least 51 percent owned and

controlled by another for-profit business concern that is at least 51 percent owned and controlled by one or more individuals who are citizens of, or permanent resident aliens in, the U.S.

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

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

Participating Agencies:

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

SMALL BUSINESS TECHNOLOGY TRANSFER PROGRAM

This STTR program reserves a specific percentage of federal R&D funding for award to small business and nonprofit research institution partners. Small business has long been where innovation and innovators thrive. But the risk and expense of conducting serious R&D efforts can be beyond the means of many small businesses. Conversely, nonprofit research laboratories are instrumental in developing high-tech innovations. But frequently, innovation is confined to the theoretical, not the practical. STTR combines the strengths of both entities by introducing entrepreneurial skills to high-tech research efforts. The technologies and products are transferred from the laboratory to the marketplace. The small business profits from the commercialization, which, in turn, stimulates the U.S. economy.

STTR Requirements:

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

- Be 51 percent owned and controlled by one or more individuals who are U.S. citizens or permanent resident aliens in the U.S.
- Be organized for profit.

- Principal researcher need not be employed by small business.
- Small business must conduct at least 40 percent of the work.
- Company size cannot exceed 500 employees. (No size limit for nonprofit research institution).

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

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

Participating Agencies:

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

TECH-NET

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

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

TECH-Net is a free service for those seeking small business partners, small business contractors and subcontractors, leading edge technology research, research partners, (e.g. small businesses, universities, federal labs and non-profit organizations), manufacturing centers and investment opportunities.

TECH-Net is available at:
<http://tech-net.sba.gov/index.cfm>.

DISASTER RECOVERY

DISASTER ASSISTANCE

Knowing the Types of Assistance Available for Recovery



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

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

Physical Disaster Loans

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

and homeowners may also obtain loans for uninsured or underinsured personal property losses up to \$40,000 to repair or replace personal property such as clothing, furniture and cars. Loans are not intended to replace extraordinarily expensive or irreplaceable items such as antiques, pleasure craft, recreational vehicles or fur coats.

Economic Injury Disaster Loans

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

Military Reservist Economic Injury

Loans are available to \$1.5 million to assist eligible small businesses to meet their ordinary and necessary operating expenses that they could have met, but are unable to meet, because an essential employee was

“called up” to active duty in his/her role as a military reservist. These loans are intended to provide only the amount of working capital needed by a small business to pay its necessary obligations as they mature until operations return to normal after the essential employee is released from active military duty.

More information on all of SBA's disaster assistance programs is at: <http://www.sba.gov/services/disasterassistance/index.html>.

Disaster Preparedness

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

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

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

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

Small- to medium-sized businesses are the most vulnerable in an emergency. A plan can help protect your company and enhance its potential to recover after an emergency.

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

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

ADVOCACY

WATCHING OUT FOR YOU

The SBA is Your Voice in Washington



OFFICE OF ADVOCACY

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

Advocacy also funds outside research into small business issues and produces numerous publications to inform policy makers about the important role of small business in the economy and the impact of government policies on small business. In addition, the office monitors federal agency compliance with the Regulatory Flexibility Act – the law that requires agencies to analyze the impact of their proposed regulations on small entities (including small businesses, small governmental jurisdictions and small nonprofit organizations), and consider regulatory alternatives that minimize the economic burden on small entities.

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

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

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 owner. 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 by fax at 202-481-5719; online at the Ombudsman's Web page: <http://www.sba.gov/aboutsba/sbaprograms/ombudsman/index.html>; or by mail at 409 Third Street S.W., Mail Code 2120, Washington, DC 20416.

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

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

OTHER ASSISTANCE

OTHER SOURCES OF ASSISTANCE

Management & Technical Assistance Providers

Oregon Microenterprise Network (OMEN)

OMEN is a statewide association of 35 microenterprise development programs and their supporters. These programs provide training, lending, marketing and other enterprise opportunities to entrepreneurs with limited access to economic resources or other significant disadvantages. OMEN supports these organizations by:

- Providing leadership and a voice for statewide microenterprise.
- Support building the capacity of microenterprise practitioners.
- Educating the public about the value of microenterprise development.
- Promoting cooperative and collaborative efforts to alleviate poverty and promote self-sufficiency using microenterprise development strategies.
- Providing intermediary support to community programs throughout re-granting and re-lending activities.

OMEN's Statewide Microenterprise Training and Technical Assistance Project is a collaborative of eight community-based organizations providing services to low-income entrepreneurs. It is funded by the Small Business Administration's Program for Investment in Microentrepreneurs (PRIME). OMEN's Oregon Entrepreneur Corps provides AmeriCorps[®]VISTA members to 12 community-based organizations to assist them in developing programs and services to assist low-income entrepreneurs.

OREGON MICROENTERPRISE NETWORK

Valerie Plummer, Executive Director
1220 S.W. Morrison, Ste. 805
Portland, OR 97205
503-546-9913 • 503-808-9031 Fax
valerie@oregon-microbiz.org
<http://www.oregon-microbiz.org>

Opportunity Knocks

This is a volunteer-based organization of current and former business owners who serve as facilitators and whose mission it is to bring small business owners together to assist them in solving their problems.

Since its inception in 1996, OK has grown to over 500 members in nine communities throughout Oregon. Teams are comprised of 10-12 members and two volunteer facilitators. Members and facilitators include a diverse combination of non-competing business owners who work together in sharing knowledge, ideas and solutions to business challenges. Chapter locations include:

CENTRAL OREGON

86 S.W. Century Dr., PMB#249
Bend, OR 97702
541-318-4650
Susie Stevens, Exec. Dir.
susie@opp-knocks.org

MID WILLAMETTE SBDC

365 Ferry St.
Salem, OR 97301
503-399-5088
Jimmie Wilkins, Director
jimmiew@chemeketa.edu

JOSEPHINE COUNTY SBDC

214 S.W. 4th St.
Grants Pass, OR 97526
541-956-7494
Lew Tagliere, Head Counselor
ltagliere@roguecc.edu

SOUTHWESTERN SBDC

2455 Maple Leaf Ln.
North Bend, OR 97459
541-756-6866
Arlene Soto, Director
lcapps@socc.edu

Portland State University Business Outreach Program

The Business Outreach Program (BOP) has a 10-year history of assisting small businesses in Portland by providing knowledgeable and relevant mentoring and technical assistance. The BOP's unique model of service includes providing Portland State University students with the opportunity to engage in community-based learning with local small businesses, as well as collaborating with other service providers to improve the overall economic well-being of the neighborhoods served.
615 S.W. Harrison
Portland, OR 97201
Lara Damon, Director
503-725-9820 • 503-725-5850 Fax
larad@sba.pdx.edu
<http://sba.pdx.edu/outreach/index.html>

Alternative Financing Options

ShoreBank Enterprise Cascadia

ShoreBank Enterprise Cascadia is a nonprofit, community development financial institution that provides loans and one-on-one business counseling to unbankable small businesses. ShoreBank Enterprise Cascadia lends to businesses in urban areas that are owned by low-income individuals, minorities or women and to rural businesses, childcare businesses and nonprofit organizations. ShoreBank Enterprise Cascadia provides business counseling free of charge to borrowers and works with other assistance providers to help entrepreneurs grow and improve their businesses and become bankable. Website: <http://www.sbpac.com>

SHOREBANK ENTERPRISE CASCADIA

2069 N.E. Hoyt St.
Portland, OR 97232-2996
503-235-9635 • 503-235-1233 Fax

Mercy Corps Northwest

Mercy Corps Northwest (MCNW) is the U.S. economic development office of Mercy Corps, the Portland-based international relief and development agency. Mercy Corps Northwest is the assumed business name for the non-profit Mercy Enterprise Corporation, a Community Development Financial Institution (CDFI) since 2002.

MCNW's mission is to assist all low-income populations, including minorities, women, refugees and immigrants, prisoners, previously incarcerated and the disabled in the six counties (Multnomah, Washington, Clackamas, Clark, Columbia, Yamhill) of the Portland, OR / Vancouver, WA metropolitan area by increasing their economic self-sufficiency and community integration through microenterprise development and self-employment.

The economic development outcomes MCNW seeks are: 1) Improvement in income. 2) Asset and net worth accumulation. 3) Community integration. MCNW is a provider of integrated business support services for low-income entrepreneurs through three primary business development services:

- 1) Asset Development Services (IDA - Individual Development Accounts) provides financial literacy, basic business skills, and savings classes as well as matched savings funds to low income individuals and refugees. Eligible participants of the matched saving program receive three dollars for every dollar saved (up to \$900) to be invested in business assets after participating in business classes.
- 2) Loan Program provides small business loans between \$500 and \$50,000, business mentoring, and technical assistance to low-income populations who do not have access to mainstream avenues of credit, but who have a solid business plan and/or an established business track record.
- 3) Business Development Services and Training provides classes, seminars and business development services to refugees and immigrants, and other low income populations. New initiatives include:

- Web-based Small Business Resources: www.pdxbizhelp.org is a collection of web-based resources created and administered by MCNW for small business owners in the Portland area. The Entrepreneur Center, part of www.pdxbizhelp.org, is designed to inform the new business owner about the major elements and challenges in starting a small business. Micro Mentor (www.micromentor.org) is an internet-based mentor program matching underserved entrepreneurs with experienced business owners, corporate managers or other experts with industry knowledge, experience and contacts.

- Refugee New Agriculture Project: Incubates and builds refugee and immigrant farm enterprises on rented, leased and eventually owned land. The project facilitates access to private farmland and unused urban land and

will develop a diversity of market channels for growers through farm stalls, farmers markets and direct restaurant sales. This project provides training and financial resources to growers. MCNW negotiated the use of an urban farm for four Meskhetian Turk families that is now certified organic by Oregon Tilth. Website: <http://www.mercycorpnsnw.org>

MERCY CORPS NORTHWEST

2069 N.E. Hoyt St.
Portland, OR 97232
503-236-1580 • 503-236-0315 Fax

Portland Development Commission

The PDC brings together resources to achieve Portland's vision of a sustainable economy with healthy neighborhoods, a vibrant urban core, a strong regional economy, and quality jobs for all citizens.

Business Location

PDC offers business location services to existing businesses and companies interested in establishing or relocating facilities in the Portland metropolitan area. We work with many regional partners to provide a full range of real estate options and location analysis. For companies considering the location of a new facility or a specific investment in Portland, PDC will prepare individual site selection studies with a detailed analysis of issues specific to your company. PDC also provides regional technical briefings and tours of potential sites and buildings.

Business Finance & Incentives

PDC's varied business finance portfolio can provide funds for start-up companies, expansion of existing businesses, acquisition or improvement of commercial buildings. PDC's financial assistance products are designed to address gap financing and promote job creation and retention.

Portland companies able to obtain some financing from private sources or lenders, or but not enough to achieve their objectives, are potential candidates for PDC business assistance. Applicants must show that their business will create new or retain existing jobs paying competitive wages and benefits, with real opportunities for advancement. Some PDC programs have funds that are only available for tenant improvements in designated urban renewal areas; others serve businesses citywide and are directed toward business expansion. One application may be submitted for most programs; PDC will help you navigate the process for the financial tool that fits your company's needs.

Both start-up and existing businesses may qualify for PDC financial assistance.

Development Assistance

PDC can also assist companies in navigating the regulatory process: understanding regulations, permit requirements and coordination of meetings with state and local agencies to ensure a smooth and timely

OTHER ASSISTANCE

development process. PDC can help with financing of targeted developments, utility or infrastructure costs, site planning or predevelopment work, transportation impact analysis or other types of technical assistance.

Workforce

PDC offers employers a single point of contact for recruiting and training a skilled workforce, in partnership with Worksystems, Inc., community colleges, higher education and workforce training organizations.

Website: <http://www.pdc.us>

PORTLAND DEVELOPMENT COMMISSION

222 N.W. Fifth Ave.
Portland, OR 97209
503-823-3201

Women's Organizations in Oregon

ALTRUSA INTERNATIONAL INC. OF ALBANY

Mary Harer, President
P.O. Box 1815
Albany, OR 97321
541-757-1468
mharer@columbiaseeds.com
<http://www.altrusa.org>

ALTRUSA INTERNATIONAL INC. OF CORVALLIS

Judy Juntunen, President
4215 S.W. 53rd St.
Corvallis, OR 97333
541-752-5842
jmrjuntunen@aol.com
<http://www.altrusa.com>

ALTRUSA INTERNATIONAL INC. OF EUGENE

Larena K. Sullivan, President
Eugene, OR
541-344-2489
craftylarena@comcast.net
<http://www.altrus.com>

ALTRUSA INTERNATIONAL INC. OF GREATER GRESHAM

Pat Turner, President
P.O. Box 1874
Gresham, OR 97030
503-492-4080
<http://www.altrusa.com>

ALTRUSA INTERNATIONAL HERMISTON, INC.,

Ann Fialka, President
P.O. Box 213
Hermiston, OR 97838
541-567-3928
fialka@charter.net
<http://www.altrusa.com>

ALTRUSA INTERNATIONAL INC. OF LEBANON

Shirley Morrisette, President
35039 Santiam Hwy.
Lebanon, OR 97355
541-451-2340 • 541-258-3469 Fax
Shirley.Morrisette@wamu.net
<http://www.altrusa.com>

ALTRUSA INTERNATIONAL OF PENDLETON

Terri Taber, President
P.O. Box 1735
Pendleton, OR 97801
541-276-4359
<http://www.altrusa.com>

ALTRUSA INTERNATIONAL INC. OF ROSEBURG

Barbara Wagner, President
2385 N.W. Esquire
Roseburg, OR 97470
541-673-7407
bwagner@charter.net
<http://www.altrusa.com>

ALTRUSA INTERNATIONAL INC. OF SALEM

Jerryanne Sorensen
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Salem, OR 97302-1902
503-364-5676
Jeryan4u@aol.com
<http://www.altrusa.com>

ALTRUSA INTERNATIONAL INC. OF YAQUINA BAY

Sandy Post, President
P.O. Box 717
Newport, OR 97365
541-765-2442
spost@shangrilacorp.net
<http://www.altrusa.com>

AMERICAN BUSINESS WOMEN'S ASSOCIATION

Chintimini Chapter
Nancy Lach, President
2296 N.W. Kings Blvd., Ste. 101
Corvallis, OR 97330
541-754-1947

AMERICAN BUSINESS WOMEN'S ASSOCIATION

Crater Charter Chapter
Norma Garrison
819 Cherry St.
Medford, OR 97501
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AMERICAN BUSINESS WOMEN'S ASSOCIATION

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Chambers of Commerce

Chambers of Commerce serve as a central location where the local small business community may obtain information, publications and contact information. For a listing of Chambers of Commerce in Oregon please visit <http://www.2chambers.com/oregon2.htm>.

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The most active and expert lenders qualify for the SBA's Certified and Preferred Lenders Program. Participants are delegated partial or full authority to approve loans, which results in faster service. Preferred lenders are chosen from among the SBA's best lenders and enjoy full delegation of lending authority. This authority must be renewed at least every two years, and the lender's portfolio is examined by the SBA periodically. Certified lenders are those that have been heavily involved in regular SBA loan-guaranty processing and have met certain other criteria. They receive a partial delegation of authority and are given a three-day turnaround on their applications (they may also use regular processing). For a list of participating lenders in the Portland District, please visit: http://www.sba.gov/localresources/dist/rct/or/financing/OR_ORPLCLP.html

OREGON



We're
helping
Oregon's
Small
Businesses
Grow

By providing services and investing in the ideas and dreams of small business owners, Oregon is helping businesses start and develop as their capabilities grow.

The Oregon Economic & Community Development Department offers support to small businesses of all sizes. Our business development professionals work in all regions to support local business. We assist by providing:

- Financing and working capital solutions such as revolving loan funds or private lending programs. (www.oregon4biz.com/incentives.htm)
- Funding the 19 Small Business Development Centers to directly assist small businesses in their communities. (www.bizcenter.org)
- Access to experts with specialized skills in government contracts and lean manufacturing. (www.gcap.org and www.omep.org)
- Contracting with service providers catering to the special needs of small, minority- and women-owned businesses. (www.oregon4biz.com/smbiz.htm)

- Consulting services to address specific business challenges for companies through the Business Retention Fund. (www.oregon4biz.com/brs.htm)
- Advocacy for small business on how best to promote the growth and economic vitality of Oregon's small business sector through the Oregon Small Business Advisory Council. (www.oregon-smallbiz.com)

Other state agency programs to consider:

- Business licensing and registration information (www.filinginoregon.com) and the Business Wizard (www.filinginoregon.com/businesswizard/index.htm)
- Workers' compensation issues (egov.oregon.gov/DCBS/wcd_info.shtml)
- Air quality and environmental issues (www.deq.state.or.us/aq/bap/)
- Minority, Women & Emerging Small Business Certification (egov.oregon.gov/DCBS/OMWESB)
- Governor's Advocate for Minority, Women & Emerging Small Business (egov.oregon.gov/Gov/MWESB)

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