

Small Business Toolkit

A Business Survival Manual

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SMALL BUSINESS TOOLKIT

A Business Survival Manual



DOTHAN AREA CHAMBER OF COMMERCE

PREFACE

Small business is the backbone of America's economy. The following pages contain basic information intended to help individuals contemplating starting a small business here in Southeast Alabama. We hope you will find the information contained herein helpful and useful as you plan your business. This publication is intended only to serve as a guide and cannot attempt to answer all questions or provide all information that you need.

The definition of small business used by the Small Business Administration is broad enough to encompass approximately 99 percent of all U.S. business. The business size for qualification in the definition varies with the North American Industry Classification System (NAICS) Code, and can be researched on the SBA listing online at: <http://www.sba.gov/size/sizetable2002.html>.

We encourage you to also seek the advice and counsel of professionals in your planning process. We strongly recommend finding a good accountant and attorney to assist you in making appropriate choices for your particular business venture. Above all, seek the advice and guidance from several sources as you go forward with your project.

We wish you success in the planning and development of your business and invite you to call on us if we may be of further assistance. Good Luck!

DOTHAN AREA CHAMBER OF COMMERCE

TROY UNIVERSITY, SMALL BUSINESS DEVELOPMENT CENTER

SOUTHEAST ALABAMA REGIONAL PLANNING & DEVELOPMENT COMMISSION

STEPS TO BUSINESS SUCCESS

- Put together an effective and detailed business plan. It is the blueprint to your success. Update your business plan to reflect changes as they occur. A good plan should be flexible enough to adapt to a changing environment. Include cash flow projections in your business plan; insufficient working capital can be hazardous.
- Become an entrepreneur, a manager and a technician –success in small business demands these traits.
- Take pride in your business; it is an extension of yourself.
- Understand your weaknesses, strengths, product and the market. Provide your customers with the right product at the right time.
- Know your competition, your field and your target area inside and out. Don't rely on assumptions and hunches.
- Trust yourself and your own judgment, but take the time to truly know your market and the products it values. Stay one step ahead by constantly evaluating your business and its role in the market.
- Serve the needs of the customers. Be sensitive to their needs, know how to reach them, and most of all, know what will convince them to buy your product or service. Advertising is essential.
- Know your limits. Are you willing to work day and night to make it work? Don't do it all yourself. Get moral support and the right kind of help to run your business. Professional consultants can help you tap into the full resources of your business.
- Select your staff carefully. Staff members are the faces that people associate with your business. Train them to perform the job to your satisfaction and reward them when the job is well done.
- Treat employees as individuals. Each has his/her own strengths, weaknesses and preferences.
- Read relevant newspapers and magazines daily; become familiar with the financial section. Keep up-to-date so you understand the big picture.
- Join relevant small business organizations and your local chamber of commerce to keep abreast of legislation, market changes and trends in the economy, and to gain access to networking opportunities and the ability to address issues with a larger voice.

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CHAPTER 1

HOW TO START A BUSINESS IN SOUTHEAST ALABAMA

- A. Business Startup Checklist
- B. Generating Ideas
- C. Technical and Managerial Experience Needed
- D. Writing a Business Plan
- E. Business Plan Outline
- F. Choosing a Legal Structure
- G. Sample Documents
 - The Balance Sheet
 - The Income Statement
 - The Cash Flow Statement
- H. Feasibility Checklist

A. BUSINESS STARTUP CHECKLIST

Before starting a small business in southeast Alabama, a number of steps must be taken. A detailed description of all the steps involved in starting a small business is discussed in the following sections of this book. The following checklist is designed for business owners to use as a general reference guide to plan and prepare adequately for entry into the world of entrepreneurship.

CHECKLIST

- ☐ Prepare a written business plan with financial statements included.
- ☐ Decide whether you wish to operate as a sole proprietorship, partnership or corporation.
- ☐ Choose a business name and determine if it must be registered.
- ☐ Establish a source of adequate and reliable financing.
- ☐ Check on zoning ordinances.
- ☐ Select a suitable location.
- ☐ Retain an attorney and CPA, if appropriate.
- ☐ Acquire all necessary licenses and permits.
- ☐ Obtain tax ID number and forms.
- ☐ Open bank accounts.
- ☐ Choose an accounting system and method of inventory control
- ☐ Arrange for utilities, telephone and other services.
- ☐ Determine insurance coverage needs.

B. GENERATING IDEAS

The main message of this manual is to stress the importance of prior planning and thinking through your idea. Prior planning encourages systematic thinking by management and leads to the development of proper controls. The result is a better overall preparedness and a more vivid sense of the interacting responsibilities.

The first step in the process is generating your idea. This is only the very first step; many things remain to be done before you can expect to realize and make money from the idea. At the minimum level your ideas will need to pass several tests so that you may determine whether or not it is an original idea, whether the idea can be produced and distributed profitably, and whether or not your idea can be protected. This seems simple enough until you examine the underlying questions that must be resolved. For example, to determine the commercial merit of an idea the following areas should be considered:

Functional Feasibility	Distribution
Environmental Impact	Safety
Functions	Perceived Need
Profitability	Existing Competition
Potential Sales	Societal Impact
Potential Market	Development Status
Product Life Cycle	Investment Costs
Usage Learning	Trend of Demand
Product Visibility	Product Line Potential
Service	Need
Durability	Promotion
New Competition	Appearance
Functional Feasibility	Price
Production Feasibility	Protection
Stability of Demand	Pay-Back Period
Consumer/User Compatibility	Marketing Research
Product Interdependence	Research and Development

A great deal of personal commitment is necessary to turn your idea into reality. Small business owners must be willing to work exceptionally long hours and often forego financial rewards in the early stages of their operations, if these rewards come about at all. All too many businesses fail, but proper planning and dedication will certainly increase your chances for a successful venture.

C. TECHNICAL & MANAGERIAL EXPERIENCE NEEDED

One of the most common mistakes made in starting a business is trying to do so without the necessary training and experience. Before you start a business, you should ask yourself whether you actually have the background, experience and training that is required. For example, a retailer would need some expertise in management, sales and buying. Management experience would need to include personnel, record keeping and marketing, as well as other skills.

If you do not already have this experience, how do you get it? Generally, it is best to work for a time in a company similar to your proposed business. This gives you a closer look at what that type of business entails without risking your investment during the learning period. Another

suggestion for gaining expertise is to take courses at your local college or university. Most area schools offer both credit and continuing education courses. Various seminars and workshops are also offered throughout the year.

Many publications are available that offer help and insight into many of the day-to-day problems that a small business owner faces. The Small Business Administration (SBA) issues a wide range of management and technical publications to assist the small business owner. To obtain a list of the available publications go to:

Small Business Administration Publications online:

http://www.sba.gov/tools/resourcelibrary/publications/serv_pub_mplan.html or call SBA Business and Community Initiatives, (202) 205-6665

On line tutorials/classes on business planning are available at:

<http://www.sba.gov/services/training/onlinecourses/index.html>.

The Government Printing Office also publishes several useful books.
To obtain one, write to:

Government Printing Office
Superintendent of Documents
U.S. Government Printing Office
Washington, D.C. 20402
(202) 512-1800

<http://bookstore.gpo.gov/> or www.gpo.gov

Government Printing Office Titles (partial listing):

- The *Dictionary of Occupational Titles*. Descriptive information about types of jobs in the American economy.
- The *Occupational Outlook Handbook*. Description of jobs and qualifications with requirement projections.

The local library and area bookstores can also provide relevant reading material.

The Dothan Area Chamber of Commerce maintains a “**Resource Library**” with various publications that are helpful in small business development, as well as a computer with links to many Web pages and templates for developing handbooks. A copy of “**The Code of Alabama**” is also available. The Alabama Code is also available online:

<http://alisondb.legislature.state.al.us/acas/ACASLogin.asp>

or

<http://www.legislature.state.al.us/CodeofAlabama/1975/coatoc.htm>

It is not necessary to be an expert in every aspect of your business. Many small business people rely on outside services, such as those of qualified small business lawyers and certified public accountants. Also, other paid professional services are commonly available.

D. WRITING A BUSINESS PLAN

Writing a business plan is one of the most important early steps in starting or expanding a business. A **business plan** is a description of your business, including your product or service, your market(s), your people and your financial needs. Listed here are three major reasons why you should take the time to create a written business plan.

First, the process of putting a business plan together, including the thought you put into it before beginning to write the plan, forces you to take an objective, critical and unemotional look at your business project in its entirety. It is a useful management tool that can help you plot a course for your company's startup and initial growth.

Second, the finished product, your business plan, is an operating tool which will help you manage your business and provides a means to measure your success.

Third, a properly prepared business plan is a vital sales tool you will use to impress potential investors with your planning ability and your general competence as a manager and a businessperson. Since many businesses only start or expand through borrowed monies, the presentation of reliable and complete information in a business plan is essential.

SCORE has a Business Plan Training program available online at:

<http://www.tsbc.com/sbo/score/viewLesson.aspx?Lid=204&cid=1>

The Minority Business Development Agency (MBDA) Web site expounds upon the importance of a business plan and provides a "New Business Checklist" which lists a business plan as the first step and provides a link to a "Business Plan Writer."

http://www.mbda.gov/?section_id=5&bucket_id=126&content_id=2337&well=entire_page

WHAT A BANK LOOKS FOR IN A BUSINESS PLAN

The Business Plan is an excellent tool to present to a banker when financing is needed. A good business plan tells the banker that the applicant has put a great deal of thought and effort into this decision. A well-presented business plan will let the banker know that he is dealing with a serious, well-informed prospect, giving him more faith in you as an entrepreneur.

If a business plan is to be submitted to a bank, it is important to realize how a banker analyzes a business plan and what questions he or she will ask during this analysis. A banker's job is to assess the degree of risk in each proposed loan and to be satisfied that the borrower, while still allowing the businesses to operate profitably, can repay the loan. A banker does this by analyzing a number of things:

- The nature of the business
- The purpose of the loan
- The amount of the loan
- The ability to repay the loan
- Your business management ability

To convince a banker or investor of the merits of a loan request, a borrower must present complete, well-organized information, which addresses these and other concerns. It is important to remember that the proper packaging of a loan proposal can be an important step in getting it approved. The Small Business Administration (SBA) has several sample business plans, as well

as many other publications, on its publications Web site at:
<http://www.sba.gov/smallbusinessplanner/index.html> . Office Depot has a Business Plan section in its' "Small Business Handbook" online at: <http://www.officedepot.com/> , and over 60 sample business plans are available at: www.bplans.com .

E. BUSINESS PLAN OUTLINE

- I. Cover Letter
 - Name of Business
 - Name of Principals
 - Address of Business
 - Telephone Number of Business
- II. Statement of Purpose
 - A Brief Statement of the Business Plan Objectives
- III. The Business
 - Description of the Business
 - The Market
 - Competition
 - Location of the Business
 - Management
 - Personnel
 - Application and Expected Effect of Loan or Investment
 - Summary
- IV. Financial Data
 - Sources and Applications of Funding
 - Capital Equipment List
 - Balance Sheet
 - Breakeven Analysis
 - Pro-Forma Income Projections (Profit & Loss Statements)
 - Three-Year Summary
 - Detail by Month, First Year
 - Detail by Quarter, Second and Third Year
 - Notes of Explanation
 - Pro-Forma Cash Flow
 - Three-Year Summary
 - Detail by Month, First Year
 - Detail by Quarter, Second and Third Year
 - Notes of Explanation
 - For an Existing Business
 - Budget Deviation Analysis
 - Historical Financial Reports
 - Balance Sheets for Past Three Years
 - Tax Returns
- V. Supporting Documents
 - Personal resumes and Financial Statements
 - Job Descriptions
 - Credit Reports
 - Letters of Reference

- Letters of Intent
- Copies of Leases, Contracts and Other Relevant Legal Documents

F. CHOOSING A LEGAL STRUCTURE

Once you have decided to start a business, you must decide what type of business entity to use. Many legal and tax considerations will enter into a sound decision. These legal considerations can become very involved; we advise you to consult an attorney in determining the appropriate structure.

Base your decision on your specific circumstances, goals and needs.

The five principle forms of business structures are the proprietorship, the partnership, the corporation, the subchapter S corporation, and the limited liability company (LLC). These structures, along with their advantages and disadvantages, are listed below.

A **sole proprietorship** is an extension of the individual, and income is reported on the individual tax return using the individual's social security number.

Effective January 1, 2001, the Alabama Partnership Act was repealed and replaced with the 1996 **Uniform Partnership Act** (Covered in Alabama Code Title 10, Chapter 8A). The **Alabama Limited Partnership Act of 1997** may be found at Title 10-2B, Code of Alabama, 1975, and the **Limited Liability Company Act** is located at Title 10-12. **Corporations** are covered in Title 10-2, Code of Alabama, 1975, and Title 26 of the **U.S. Code** and Title 26 of the **Code of Federal Regulations**.

The Sole Proprietorship

The sole proprietorship is usually defined as business owned and operated by one person. To establish a sole proprietorship, you need only obtain necessary licenses and begin operation.

Advantages

- Ease of formation
- Sole ownership of profits
- One owner has control and decision making power
- Flexibility in day-to-day management
- Relative freedom from government intervention

Disadvantages

- Unlimited liability – this extends to all of the proprietor's assets including the home and car, but may be lessened by proper insurance coverage
- Unstable business life – the business may be terminated upon the death of the owner
- Less available capital
- Difficulty in obtaining long-term financing
- Relatively limited viewpoint and experience

The Partnership

The Uniform Partnership Act, adopted by many states, defines a partnership as “an association of two or more persons to carry on as co-owners of a business for profit.” Though not specifically required by the act, written articles of partnership are customarily executed. These articles outline the contribution by the partners into the business (whether financial, material, or managerial) and generally delineate the roles of the partners in the business relationship.

Some of the characteristics that distinguish a partnership from other forms of business organizations are the limited life of a partnership, unlimited liability of at least one partner, co-ownership of the assets, sharing of managerial duties and a sharing of the profits.

Advantages

- Ease of formation
- Direct rewards
- Growth and performance facilitated
- Flexibility in decision-making
- Relative freedom from government control and special taxation

Disadvantages

- Unlimited liability of at least one partner
- Unstable life – elimination of either partner constitutes automatic dissolution of the partnership
- Relative difficulty in obtaining large sums of capital
- Firm bound by the acts of just one partner as agent
- Difficulty of disposing of partnership interest

Limited Liability Companies and Limited Liability Partnerships-LLC's and LLP's

For business entities formed as LLCs or LLPs have a beneficial tax status and limited liability of all its members. It is treated like a corporation for limited liability purposes and treated like a partnership for federal tax purposes. A summary of the features of the LLC and LLP is available online at www.asbdc.org//llc.htm.

The Corporation

The corporation is by far the most complex of the business structures. A corporation is a distinct legal entity, separate from the individuals who own it.

A corporation is formed by the authority of a state government. Because a corporation does business in more than one state, it must comply with federal laws regarding interstate commerce as well as with the state laws, which may vary considerably.

To begin the procedure ordinarily required to form a corporation, a subscription for capital stock must be taken and a tentative organization created. After that, approval must be obtained from the Secretary of State in the state in which the corporation is to be formed. This approval becomes a charter for the corporation, stating the limitations of the particular enterprise.

Advantages

- Limitations of the stockholders' liability to a fixed amount of investment
- Ownership is readily transferable
- Separate legal existence
- Stability and relative permanence of existence
- Relative ease of securing capital
- Delegated authority
- The ability to draw on the expertise and skills of many

Disadvantages

- Activities are limited by the charter and various laws
- Minority stockholders may be exploited
- Extensive government regulations and required reports
- Less financial incentives for the manager
- Double taxation – income tax on corporate net income (profit) and also on salaries and dividends

The Subchapter S Corporation

The Subchapter S Corporation is a legal corporation that is afforded special tax treatment under Subchapter S of the Internal Revenue Code. The characteristics of the S Corporation are: under state law, S Corporations retain the normal features of corporations, to include limited liability, but for federal tax purposes they are treated much like partnerships.

The S Corporation is absolved from payment of taxes; hence the stockholders report corporate income, loss, deductions and credits on their individual tax returns. In most all other aspects, the S corporation operates in compliance with state and federal laws relating to corporations just as a regular corporation.

Advantages

- Limited liability of stockholders
- Ownership is readily transferable
- Separate legal existence
- Taxed similar to partnership – profits pass through the corporation untaxed, but are taxed as individual stockholder income, loss, deductions and credits

Disadvantages

- Activities are limited by the charter and various laws
- Extensive government regulations and required reports
- No more than 75 stockholders
- S corporation cannot own more than 80 percent of any other corporation
- Stockholders must be individuals, not entities
- Stockholders must be resident citizens
- Only one class of stock may be issued
- The law prohibits S incorporation for the sole purpose of obtaining limited liability status

Procedures for Incorporation

The following procedures apply to the formation of an Alabama (domestic) For-Profit Corporation under Title 10, Code of Alabama 1975, as last amended.

The proposed name of the corporation must be reserved with the Corporate Section of the Office of the Secretary of State. If the proposed name is available, a Certificate of Name Reservation will be issued. This requirement may be accomplished by writing or calling the Corporate Section at (334) 242-5324. Alabama law requires that the name contain the word 'corporation' or 'incorporated' or an abbreviation of on such word. Additionally, there is a \$10 fee for the certificate, which is collected when the articles of Incorporation are filed.

After receiving the Certificate of Name Reservation, the Articles of Incorporation may be filed. The necessary forms can be obtained and additional questions answered by writing or calling the following office:

**State of Alabama
Office of the Secretary of State
Corporate Section
P.O. Box 5616
Montgomery, Ala. 36103-5616
(334) 242-5324
<http://www.sos.state.al.us/BusinessServices/Corporations.aspx>**

G. SAMPLE DOCUMENTS

THE BALANCE SHEET

The Balance Sheet measures the solvency of the business and the degree of the owner's investment, which in the last analysis is the "cushion" that protects creditors. Illustrated below is a typical balance sheet format (applicable to any type of business).

Name of Company _____

Balance Sheet as Of _____

CURRENT ASSETS

Cash on Hand and in Banks	\$	_____	
Accounts Receivable		_____	
Notes Receivable, Trade		_____	
Notes Receivable, Other		_____	
Inventory		_____	
Marketable Securities		_____	
Other Current Assets		_____	
TOTAL CURRENT ASSETS			\$_____

LONG-TERM ASSETS

Land, Land improvements, Buildings	\$	_____	
Machinery & Equipment		_____	
Other Assets (attach list if needed)		_____	
Deferred, Prepaid, Expenses		_____	
Intangible Assets		_____	
TOTAL LONG-TERM ASSETS			\$_____
TOTAL ASSETS			\$_____

CURRENT LIABILITIES

Notes Payable, Banks	\$	_____	
Notes Payable, Other		_____	
Accounts Payable, Current		_____	
Accounts Payable, Past Due		_____	
Accrued Federal, State Income Taxes		_____	
Other Accrued Expenses		_____	
Current Portion Long-Term Debt		_____	
Current Portion Long-Term Lease		_____	
Other Current Liabilities		_____	
TOTAL CURRENT LIABILITIES			\$_____

LONG-TERM LIABILITIES

Mortgage Debt due after 1year	\$	_____	
Equipment Debt due after 1year		_____	
Lease Agreement beyond 1year		_____	
Other Long-Term Debt		_____	
TOTAL LONG-TERM LIABILITIES			\$_____

NET WORTH

Capital Account (Corporate Only)	\$	_____	
Preferred Stock		_____	
Common Stock		_____	
Capital Surplus		_____	
Retained Earnings		_____	
TOTAL NET WORTH			\$_____
TOTAL LIABILITIES AND NET WORTH			\$_____

NOTE: Lease Agreements equal Value of Equipment plus Total Amount Owed on Lease. In order to complete the Balance Sheet properly, Total Assets must equal Total Liability plus Net Worth.

THE INCOME STATEMENT

The Income Statement (Profit and Loss) records all income and expenses of the business during a specified time period and is the accepted method of determining profits and losses. The Internal Revenue Service requires all businesses to submit this report at the end of each year.

Profit and Loss Statement

From: _____ to _____

Sales or Gross Receipts (1) \$ _____

Less Cost of Goods Sold (2) \$ _____

Gross Profit \$ _____

Less Operating Expenses (3)

Rent	\$ _____
Depreciation	_____
Repairs & Maintenance	_____
Salaries & Wages	_____
Payroll Taxes & Fringe Benefits	_____
Taxes, Licenses & Fees	_____
Insurance	_____
Accounting, Legal and Professional Fees	_____
Bad Debts	_____
Telephone	_____
Utilities	_____
Supplies	_____
Security	_____
Auto and Truck	_____
Advertising and Promotion	_____
Interest	_____
Miscellaneous	_____

Total Expenses \$ _____

Net Profit Before Taxes \$ _____

Federal Income Taxes (Corporations Only) \$ _____

Net Profit (or Loss) (4) \$ _____

- (1) Sales or Gross Receipts – represents total amount of money that the business makes from the sale of its merchandise, less discounts and refunds.
- (2) Cost of Goods Sold – the cost of the merchandise that the business sells. These costs differ with each business.
- (3) Operating Expenses – all business costs other than the costs of the merchandise.
- (4) Net Profit (loss) – sales less cost of goods sold less operating expenses less tax.

THE CASH FLOW STATEMENT

The Cash Flow Statement is the most critical planning tool for a new or growing business. It shows how much cash will be needed, when it will be needed and where it will come from. It attempts to budget monthly cash needs and shows the flow of cash into the business from sales and collection of receivables. It shows the flow of cash out of the business through payment of expenses and loans over a period of time. The banker uses this information to analyze possible shortfalls of cash and as a guide to borrowing needs. Your statement should show Cash Flow over the full 12-month period. This Cash Flow Statement (reprinted from SBA management Aid 1.001 the ABC's of Borrowing) represents a cash flow statement for a three-month period.

Cash Budget

(For period ending _____, 20____)

	January		February		March	
	<u>Budget</u>	<u>Actual</u>	<u>Budget</u>	<u>Actual</u>	<u>Budget</u>	<u>Actual</u>
Expected Cash Receipts						
1. Cash Sales	_____	_____	_____	_____	_____	_____
2. Collections on accounts receivable	_____	_____	_____	_____	_____	_____
3. Other income	_____	_____	_____	_____	_____	_____
4. Total Cash receipts	_____	_____	_____	_____	_____	_____
Expected Cash Payments						
5. Raw Materials	_____	_____	_____	_____	_____	_____
6. Payroll	_____	_____	_____	_____	_____	_____
7. Other factory expenses (including maintenance)	_____	_____	_____	_____	_____	_____
8. Advertising	_____	_____	_____	_____	_____	_____
9. Selling expense	_____	_____	_____	_____	_____	_____
10. Administrative expense (incl salary of owner-mgr)	_____	_____	_____	_____	_____	_____
11. New plant and equipment	_____	_____	_____	_____	_____	_____
12. Other payments (taxes, including estimated income tax; repayment of loans; interest, etc.)	_____	_____	_____	_____	_____	_____
13. Total Cash Payments	_____	_____	_____	_____	_____	_____
14. Expected Cash Balance						
15. Cash increase or decrease (item 4 minus item 13)	_____	_____	_____	_____	_____	_____
16. Expected cash balance (item 14 plus item 15)	_____	_____	_____	_____	_____	_____
17. Desired working cash balance	_____	_____	_____	_____	_____	_____
18. Short-term loans needed (item 17 minus item 16, if item 17 is larger)	_____	_____	_____	_____	_____	_____
19. Cash available for dividends, capital cash expenditures, and/or short investments (item 16 minus item 17, if item is larger than item 17)	_____	_____	_____	_____	_____	_____
Capital Cash						
20. Cash available (item 19 after deducting dividends, etc.)	_____	_____	_____	_____	_____	_____
21. Desired capital cash (item 11, new plant equipment) (item 21 less 20, if item 21 is larger than item 20.)	_____	_____	_____	_____	_____	_____

By combining the monthly cash flow reports with an income statement for the year and your beginning and ending balance sheet, you will produce a statement of annual cash flow from operations. The monthly cash flow statement shows your need for seasonal borrowing, while the annual cash flow from operations shows the need for longer-term funds.

H. FEASABILITY CHECKLIST

This feasibility checklist is designed to help the pre-business person determine whether his or her idea represents a valid business opportunity. The high failure rate of new business indicates that relatively few new businesses result in successful ventures. Too many entrepreneurs strike out on a business venture absolutely convinced of its merits without having adequately evaluated its real potential.

I. PERSONAL CONSIDERATIONS:	YES	NO
Do you enjoy working long hours?	_____	_____
Do you have self-discipline & will power?	_____	_____
Do you meet deadlines easily?	_____	_____
Do you work well under pressure?	_____	_____
Will you jeopardize your home?	_____	_____
Do you have necessary physical strength?	_____	_____
Does your family support your venture?	_____	_____
Do you have a back-up plan?	_____	_____
 II. EXPERIENCE AND SKILLS:		
Does your idea make use of your skills?	_____	_____
Does your idea require skills you do not have?	_____	_____
Can you find experienced personnel at an affordable rate?	_____	_____
Are you experienced in this line of work?	_____	_____
Do you have managerial experience?	_____	_____
Are you able to interpret financial data?	_____	_____
Are you familiar with tax regulations?	_____	_____
Do you know bookkeeping and accounting?	_____	_____
 III. PLANNING AND PREPAREDNESS:		
Have you already written a formal business plan?	_____	_____
Do you know exactly what services or products will be offered?	_____	_____
Do you know what customers to target?	_____	_____
Have you arranged for a business location?	_____	_____
Do you have a list of potential suppliers?	_____	_____
Have you arranged for insurance?	_____	_____
Do you have a business license?	_____	_____
Have you investigated advertising & its cost?	_____	_____
Have you hired a competent staff?	_____	_____
 IV. REQUIREMENTS FOR SUCCESS:		
Will your proposed business meet un-served needs?	_____	_____
Can your business successfully compete against its competition because of an advantage such as lower prices or superior service?	_____	_____
 V. DETRIMENTAL FLAWS:		
Are you affected by monopolies, shortages, or restrictions that prevent you from obtaining any necessary items at an affordable price?	_____	_____
Are capital requirements for starting up or continuing operations excessive?	_____	_____
Is adequate financing going to be difficult to obtain?	_____	_____
Does your business adversely affect the environment?	_____	_____
Is your business completely legal?	_____	_____
Are there any factors that prevent effective marketing?	_____	_____
 VI. INCOME:		
Will your business provide you with your desired level of income?	_____	_____
Do you know your industry's averages – including gross profit, expenses and net profit as a percent of sales?	_____	_____
Do you know your industry's inventory turnover rate?	_____	_____
Have you prepared an income statement to determine the level of sales necessary to support your desired income level?	_____	_____
From a practical standpoint, can you support the level of sales in question 4?	_____	_____

CHAPTER 2

STARTUP GUIDELINES

- A. Regulations and Permits
- B. Agency Reference List
- C. Accounting and Record keeping
- D. Insurance

A. REGULATIONS AND PERMITS

When determining what licenses and permits are required for your specific business, it is essential to consider what federal, state, county and city requirements must be met. Obtain this information early in the research process so you can decide if particular type of business is allowable in the area you are considering.

State licenses must be obtained by most every person, firm, company, corporation or association engaged in any business, vocation, occupation or profession, as well as a county license when required.

SCORE has a good checklist of possible permit requirements at http://www.score.org/bp_12.html.

The Alabama Department of Revenue has created a document on starting a business in Alabama. It is available at: <http://www.revenue.alabama.gov/taxpayerassist/Starting%20A%20New%20Business%208-07.pdf>.

The City of Dothan has created a very helpful Web site that outlines the requirements of doing business within the city. <http://www3.dothan.org/business.html>.

Title 40-12, Code of Alabama, 1975 covers state license requirements. Additionally, municipalities issue business licenses to do business within their limits. Authority of municipalities is covered in Title 11-51, Code of Alabama, 1975.

Alabama Department of Industrial Relations, Labor Market Information Division maintains a Web site on the Alabama Comprehensive Labor Market Information System that provides detailed information for all Alabama occupational licenses.

To view this document, go to <http://www2.dir.state.al.us/vlmi>, and click on “occupations.” The next screen will provide access to occupational license information. Additionally, the State Alabama Department of Industrial Relations has created a catalog of those occupations requiring a professional or occupational license. <http://www2.dir.state.al.us/OES/LOG%202006%20complete.pdf>

Any questions concerning privilege license laws or store license laws should be directed to:

**Alabama Department of Revenue
Sales, Use and Business Tax Division
50 N. Ripley St.
Montgomery, Ala. 36104
(334) 353-7827**

On the following page is a reference list of agencies and their phone numbers that you can contact to obtain specific information on permits and regulations relating to your particular business.

In addition to this list, it is recommended that entrepreneurs engage the help of a lawyer, preferably a lawyer familiar with the process of starting new businesses. Legal counsel could be invaluable in determining the proper licenses and permits required by your business.

B. RESOURCE AND AGENCY REFERENCE LIST

FEDERAL

United States Senators

Jeff Sessions (R) 202-224-4124

Richard Shelby (R) 202-224-5744

United States Representatives

First District-Jo Bonner (R) 202-225-4931

Second District-Bobby Bright (D) 202-225-2901

Third District-Michael Rogers (R) 202-225-3261

Fourth District-Robert Aderholt (R) 202-225-4876

Fifth District- Parker Griffith (D) 202-225-4801

Sixth District- Spencer Bachus (R) 202-225-4921

Seventh District-Artur Davis (D) 202-225-2665

Agencies

Environmental Protection Agency (General Information) 800-241-1754

Equal Employment Opportunity Commission (Birmingham) 205-731-0080

Immigration Service 954-537-1119

Federal Identification Number (Form SS-4) 800-829-3676

Federal Citizens Information Center 800-333-4636

Federal Reserve Bank of Atlanta 404-498-8500

Internal Revenue Service 800-829-1040

National Climate Center (North Carolina) 828-271-4800

National Flood Insurance Program 800-638-6620

Occupational Safety and Health Administration (Birmingham)
(Mobile) 205-731-1534
251-441-6131

Patents and Trademarks Information (Virginia) 800-786-9199

Social Security Administration 800-772-1213

Tennessee Valley Authority (Tennessee) 865-632-2101

U.S. Census Bureau (Maryland) 301-763-4636

U.S. Copyright Information (Washington) 202-707-3000

U.S. Department of Commerce (Birmingham) 205-731-1331

U.S. Department of Labor, Wage/Hour Division (Birmingham) 205-731-1305

USDA. Forest Service 202-205-8333

U.S. Small Business Administration (Birmingham) 205-290-7101

U.S. Veterans Administration (Montgomery) 334-213-3442

STATE

Agricultural Center Board (Montgomery) 334-242-5597

Agricultural Experiment Station (Auburn) 334-844-2237

Alabama Archive and History (Montgomery) 334-242-4361

Alabama Attorney General (Montgomery) 334-242-7300

Alabama Building Commission (Montgomery) 334-242-4082

Alabama Bureau of Tourism and Travel (Montgomery) 334-242-4169

Alabama Climate Center (Huntsville) 205-922-5800

Alabama Commission on Higher Education (Montgomery) 334-242-2123

Alabama Consumer Protection Agency (Montgomery) 334-242-7334

Alabama Cooperative Extension Service (Auburn) 334-844-5323

Alabama Department of Transportation, Aeronautics Bureau (MGM)	334-242-6820
Alabama Department of Agriculture and Industries (Montgomery)	334-240-7171
Alabama Department of Conservation and Natural Resources (MGM)	334-242-3486
Alabama Department of Economic and Community Affairs (MGM)	334-240-7171
Alabama Department of Education (Montgomery)	334-242-9950
Alabama Department of Environmental Management (MGM)	334-271-7700
Alabama Department of Human Resources (Montgomery)	334-242-1310
Alabama Department of Industrial Relations (Montgomery)	334-242-8055
Worker's Compensation Division	334-242-2868
Alabama Department of Information Systems (Montgomery)	334-242-3244
Alabama Department of Public Health (Montgomery)	334-206-5200
Alabama Department of Public Safety (Montgomery)	334-242-4371
Alabama Development Office (Montgomery)	334-242-0400
Alabama Film Office (Montgomery)	334-242-4195
Alabama Forestry Commission (Montgomery)	334-240-9300
Alabama Department of Transportation (Montgomery)	334-242-6358
Alabama Historical Commission (Montgomery)	334-242-3184
Alabama House of Representatives (Montgomery)	334-242-7600
Alabama Industrial Development Training Program (Montgomery)	334-242-4158
Alabama International Trade Center (Tuscaloosa)	205-348-7621
Alabama Labor Department (Montgomery)	334-242-3460
Alabama Legislative Reference Service (Montgomery)	334-242-7560
Alabama Public Service Commission (Montgomery)	334-242-5218
Alabama Revenue Department (Montgomery)	334-242-1175
Alabama Secretary of State (Montgomery)	334-242-7200
Alabama Securities Commission (Montgomery)	334-242-2984
Alabama Senate (Montgomery)	334-242-7800
Alabama Small Business Development Consortium (Birmingham)	205-934-6750
Alabama State Council on the Arts (Montgomery)	334-242-4076
Alabama State Docks (Mobile)	251-441-7201
Center for Business and Economic Research (Tuscaloosa)	334-348-6191
Commissioner of Insurance (Montgomery)	334-269-3550
Work Force Development Division ADECA (Montgomery)	334-242-5100
General Contractors Licensing Board Montgomery)	334-272-5030
Engineers and Land surveyors Registrars Board (Montgomery)	334-242-5568
Geological Survey-Oil and Gas Board (Tuscaloosa)	205-349-2852
Governor's Office (Montgomery)	334-242-7100
Lieutenant Governor (Montgomery)	334-242-7200
Liquefied Petroleum Gas Board (Montgomery)	334-242-5649
State Banking Department (Montgomery)	334-242-3452
State of Alabama Foreign Trade Relations Commission (MGM)	334-433-1151
Sales Tax	334-242-1490

ASSOCIATIONS

Alabama Association of Independent Colleges and Universities (BHM)	205-252-6254
Alabama Association of Realtors (Montgomery)	334-262-3808
Alabama Association of School Boards (Montgomery)	334-277-9700
Alabama Banker's Association (Montgomery)	334-834-1890
Alabama Broadcasters Association (Birmingham)	205-979-1690
Alabama Coal Association (Birmingham)	205-822-0384

Alabama Concrete Industries Association (Montgomery)	334-265-0501
Alabama Education Association (Montgomery)	334-834-9790
Alabama Grocers Association (Birmingham)	205-823-5498
Alabama Hospital Association (Montgomery)	334-272-8781
Alabama Hotel and Motel Association (Montgomery)	334-263-3407
Alabama League of Municipalities (Montgomery)	334-262-2566
Alabama Poultry and Egg Association (Montgomery)	334-265-2732
Alabama Restaurant and Food Service Assoc. (Birmingham)	205-823-5498
Alabama Retail Association (Montgomery)	334-263-5757
Alabama Road Builders Association (Montgomery)	334-832-4331
Alabama Textile Manufacturers Association (Montgomery)	334-279-1250
Alabama Travel Council (Montgomery)	334-271-0050
Alabama Builders and Contractors Association (Birmingham)	205-870-9768
Alabama Association of County Commissioners (Montgomery)	334-263-7594
Better Business Bureau (Birmingham)	205-558-2222
Business Council of Alabama (Montgomery)	334-834-6000
Medical Association of Alabama (Montgomery)	334-263-6441
Southern Building Code Congress International (Birmingham)	205-591-1853
Southern Growth Policy Board (North Carolina)	919-941-5145

C. ACCOUNTING & RECORDKEEPING

For new business owners, experience clearly indicates that an adequate record keeping system helps increase the chances of survival and reduces the probability of early failure. Similarly, for the established business owner, it has been clearly demonstrated that a good record keeping system increases the chances of staying in business and earning large profits.

It is practically impossible to negotiate a business loan from a bank without properly prepared financial statements. Without statements, it may be difficult to secure credit in any form. Bankers and other credit grantors study the business owner's balance sheet and income statement in order to decide whether to extend credit. Sometimes, audited financial statements are required. The record keeping system must provide the basis for these statements.

Similar to the importance of financial statements, adequate records are required by federal and local government agencies. The taxpayer is responsible for maintaining records and proving their accuracy. Federal and local taxes and an increasing number of other laws and regulations require certain reports that are easier to prepare and substantiate if the figures are organized by a good record keeping system.

Records backing up government requirements must be available during the audit period. Record retention will depend upon the statute of limitations set forth by local and federal law. It is important to consult an attorney to determine the requirements of governing statutes. Because of the cumulative volume of required records, storage and retrieval can become burdensome. Many business owners are microfilming their old records.

A number of "one-book" record keeping systems are available. Some are prepared with instructions and forms designed for specific kinds of businesses. Others are for small business use in general. Some trade associations, manufacturers and wholesalers offer specially designed record keeping systems to meet the general needs of a large variety of retail and

service establishments. Business owners often want specialized assistance in adapting such systems to their special requirements.

Several available copyrighted systems provide simplified records, usually in a book. These systems cover basic records with complete instructions for their use.

A useful record keeping system must be simple to use, easy to understand, reliable, accurate, consistent and designed to provide information on a timely basis. To keep effective records you must be able to:

- Identify your earnings for self-employment tax purposes
- Identify the source of a receipt
- Keep track of all deductible expenses
- Figure depreciation allowance
- Take advantage of capital gain and loss laws
- Support items on your tax returns

Four basic types of records that most firms keep:

- Sales records
- Cash records
- Cash disbursements
- Accounts receivable

If you don't have the necessary experience, we recommended hiring a certified public accountant to develop your record keeping system.

Public accountants offer a variety of specialized management advisory services along with auditing, preparation of reports for government agencies, tax planning and analysis of financial reports.

ACCOUNTING SYSTEMS

Most accountants use computerized accounting software to prepare your monthly books. If you want to do your own books, you should consider an accounting program for your record keeping. Office supply retailers offer a wide selection of accounting programs. Accounting systems range from simple and inexpensive to powerful and rather costly. Some include the one-write system, a ledger-less system for accounts receivable and accounts payable, standard ledgers and journals, prepackaged services provided by banks and service bureaus, bookkeeping services, and accountants. With this wide variety of options it is important to choose a system that you can understand and feel comfortable using.

You should choose an accounting system that meets the needs of your business and includes the following objectives:

- The system should yield an accurate and precise picture of the operating results.
- The records should provide a convenient basis for comparing current data with previous year's operating results and budgetary goals.
- The financial data should be presented in a format that is useful to prospective creditors, bankers, auditors and management.
- The accounting records should reflect losses such as theft and bad debt.
- The accounting process should include compiling and filing reports and tax returns.

- The accounting records should be able to substantiate the value of fixed assets for insurance claims, in the event of a loss.

The United States Securities & Exchange Commission requires most publicly held corporations to file certain annual and interim quarterly reports.

The accounting system you choose can be established on an accrual or cash basis. In a cash system, the accounts are debited and credited as cash is received and paid out. In an accrual system, the income earned and the expenses incurred are recorded when the sale is made or whenever the expense is incurred. The accrual basis of accounting allows the matching of revenues and associated expenses. Because of this matching, the accrual basis is generally considered to be a more accurate and up-to-date statement of profits.

D. INSURANCE

Some small business owners recognize that insurance is necessary, but consider it burdensome. However, if used correctly insurance can contribute to the overall success of your business by reducing the uncertainties under which you operate. It can also reduce employee turnover, improve your credit at the bank, make it easier to sell to customers on favorable terms and help keep your small business going when insured peril interrupts your normal business operations. It is sensible for any business to purchase a number of basic types of insurance. The importance of good insurance management is too important to overlook. Therefore, it is essential that you discuss your insurance needs with an agent of your choice as early as possible.

Insurance Checklist

- _____ Fire Insurance
- _____ Liability Insurance
- _____ Automobile Insurance
- _____ Workers Compensation
- _____ Business Interruption Insurance
- _____ Crime Insurance
- _____ Glass Insurance
- _____ Rent Insurance
- _____ Employee Benefit Coverage
- _____ Aviation Insurance
- _____ Group Life Insurance
- _____ Business Life Insurance
- _____ Group Health Insurance
- _____ Disability Insurance
- _____ Retirement Insurance
- _____ Key Man Insurance
- _____ Marine and/or Inland Marine
- _____ Boiler and Machinery
- _____ Flood Insurance

Insurance matters are addressed in two SBA publications: MP-20- “Insurance Options for Business Continuation Planning”, and MP-28- Small Business Insurance and Risk Management

Guide". Both of these are available online at the SBA Library site
http://www.sba.gov/tools/resourcelibrary/publications/serv_pub_mplan.html.

CHAPTER 3

GUIDE TO BUSINESS TAXES

- A. Introduction to Business Taxes
- B. Taxes on the Business Itself
- C. Employment and Income Taxes
- D. Sales and Use Tax
- E. Ad Valorem Tax
- F. Motor Vehicle Division
- G. Tax Numbers

A. INTRODUCTION TO BUSINESS TAXES

Taxes and tax structures are some of the most complex issues facing small business owners. Businesses may be subject to or responsible for collecting or withholding:

- Taxes on the business itself
- Sales and Use taxes
- Ad Valorem Taxes (Taxes on Property)
- Employment and Income Taxes.

As an aid to taxpayers, the IRS will furnish the CD “**Small Business Resource Guide**” (IRS Publication 3207) on request. It contains all of the business tax forms, instructions and publications needed by small business owners. It also provides information on how to prepare a business plan and find financing. A single free copy of the *Small Business Resource Guide* may be requested by calling the IRS at 1-800-829-3676. It may also be ordered online at www.irs.gov. Do a search for “Small Business CD.” The IRS also routinely sponsors small business tax workshops through the local Small Business Development Center. Contact the center for information.

For assistance with unresolved federal tax problems contact:

Taxpayer Advocacy Service
801 Tom Martin Drive, Room 154
Birmingham, Ala. 35211
(205) 912-5139

The following information is related to the four basic tax groups that are applicable to small businesses.

B. TAXES ON THE BUSINESS ITSELF

Federal Taxes

Income from proprietorships, partnerships or other unincorporated businesses is subject to individual income taxes of the owners using form 1040 with appropriate schedules. Incorporated businesses are subject to U.S. corporate income tax laws. For further information contact:

Internal Revenue Service
Tax Information
1-800-829-1040

State Taxes

Like the federal income tax, the state also requires that income from proprietorships, partnerships or other unincorporated businesses be taxed at the state individual income tax rate of the owners. In Alabama, both foreign and domestic corporations are subject to a net **Income Tax** and **Business Privilege Tax**. Several useful publications are available at <http://www.ador.state.al.us/bus.html>.

For more information contact the appropriate office on the Department of Revenue Organizational chart. <http://www.revenue.alabama.gov/orgchart.pdf>.

Tax and Business Privilege Tax

For more information contact the Alabama Taxpayer Service Center nearest you. Locations and phone numbers are available at: www.ador.state.al.us/salestax/menue.html.

Dothan Service Center
344 N. Oates St.
Dothan, Ala.
(334) 793-5803

Montgomery Taxpayer Service
1021 Madison Ave.
Montgomery, Ala. 36104
(334) 242-2677

**Alabama Revenue Department
Income Tax Division**
50 N. Ripley St.
Gordon Persons Building
Montgomery, Ala. 36132
(334) 292-1200

C. EMPLOYMENT AND INCOME TAXES

Employment-related taxes generally fit into three categories:

- Taxes you must pay for each employee
- Taxes you must withhold from each employee's pay
- Workers' compensation.

Workers' compensation is not actually a tax, but an expense related to employment. Workers' compensation rates vary depending on industry, occupation and risk factors involved.

For more information concerning employment taxes contact the appropriate state or federal agency.

Payroll Taxes – Federal

For federal unemployment tax and federal income tax withholding information contact:

Internal Revenue Service
Tax Information
1-800-829-1040

An invaluable resource in insuring timely compliance in Federal Tax Administration is **IRS Publication 15, Circular E-Employers Tax Guide**. It is a 66 page document that covers all aspects of tax management. It is available online at <http://www.irs.gov/pub/irs-pdf/p15.pdf>.

IRS Publication 505, Tax withholding and Estimated Tax is available online at <http://www.irs.gov/pub/irs-pdf/p505.pdf>.

To order forms contact:

Internal Revenue Service
Forms Distribution Center
1-800-829-3676

Social Security Tax

The contribution rate, also known as the FICA tax rate, is 7.65 percent for employees and 15.30 percent for the self-employed. The rates are broken out as follows:

- For Social Security, 6.2 percent on earnings up to the maximum taxable amount (\$87,000 in 2003)

- For Medicare, 1.45 percent on all earnings. Set by law, these rates haven't changed since 1990.

Maximum Earnings Taxable			
Program	2001	2002	2003
Social Security	\$80,400	\$84,900	\$87,000
Medicare	No Limit for any year after 1993		

The Social Security Administration has a Web page designed especially for employers at <http://www.ssa.gov/employer/>.

For social security tax (FICA) information contact:

Employer Reporting Service Center

Toll-free lines to help employers with wage-reporting questions or problems.

1-800-772-6270 Monday – Friday 7 a.m. to 7 p.m., EST

E-mail – employerinfo@ssa.gov.

Payroll Taxes – State

For state unemployment tax information, contact:

Alabama Department of Industrial Relations

Unemployment Compensation

649 Monroe St.

Industrial Relations Building

Montgomery, Ala. 36131

(334) 242-8830 or <http://dir.alabama.gov/uc>

For workers' compensation information, contact:

Alabama Department of Industrial Relations

Workmen's Compensation Division

649 Monroe St.

Montgomery, Ala. 36131

(334) 242-2868 or <http://dir.alabama.gov/wc/>

For further information on Alabama Unemployment and Workers' Compensation, see the Alabama Development Office publications, *A Guide to Simplifying Alabama's Employment Related Laws* and *Alabama Unemployment and Workers' Compensation Manual*. You may request copies by writing to the following address:

Research Division

Alabama Development Office

Center for Commerce Building, Suite 600

401 Adams Ave.

Montgomery, Ala. 36130

(334) 242-0400

In Alabama, taxes administered by the Individual and Corporate Tax Division include the following:

- Individual Income Tax
- Corporate Income Tax
- S-Corporations
- Business Privilege Tax
- Financial Institutions Excise tax
- Partnerships/LLC
- Fiduciary Tax
- Estate and Inheritance Tax

Individual Income Tax

This tax is on the entire net income of every individual and corporation domiciled in Alabama, and of every non-resident deriving income from within Alabama. Income tax is required to be paid throughout the year either by withholding or estimated tax.

All employers in the state are required to withhold Alabama income tax. Whenever a new employee begins a job, he or she is required to complete a form A-4, Exemption Certificate, and file it with the employer. The employer withholds Alabama Income Taxes on the basis of the information furnished by the employee on this exemption certificate. If an employer fails to secure a complete A-4 form from his employee, the employer must withhold Alabama income taxes on the basis of no exemptions. A federal form W-4 will not be recognized in lieu of a form A-4. Every employer is required to secure completed exemption certificates from his employees, even though he may not be required to withhold any Alabama income tax. Tax withheld is based on withholding tables or the formula provided in the *State of Alabama Withholding Tax Tables and Instructions for Employers* publication. Assignment of an Alabama withholding tax number is required before an employer may submit Alabama Income Tax to the Department of Revenue. Employers file an application for this withholding tax number. The taxpayer must use this code to identify all payments of Alabama withholding tax and include the number on all correspondence concerning the business's income tax withholding accounts.

A declaration of individual estimated income tax is required of an individual if he or she anticipates having income from sources other than wages. In the case of a single or married person filing separately having non-wage income of \$1,500 or more and in the case of a married person living with spouse and filing a joint return having non-wage income of \$3,000 or more, a declaration of estimated income tax is required.

Domestic corporations (corporations created or organized under the laws of the State of Alabama) must pay a corporate income tax imposed on net income at the rate of 5 percent. Foreign corporations (corporations created or organized outside Alabama) pay this tax at a rate of 5 percent also, and it is applicable to the net income from property situated within Alabama and/or from business transacted in Alabama.

Note: *There are special rules with respect to the apportionment of income in the case of foreign corporations having income from both within and outside the State of Alabama.*

The Individual and Corporate Tax Division can be reached at (334) 242-1103.

Corporate Income Tax

For tax years prior to 2001, the tax rate was 5 percent. As of Jan. 1, 2001, the tax rate is 6.5 percent.

Business Privilege Tax

The Alabama Business Privilege and Shares Tax replaces the domestic and foreign franchise tax.

To determine the tax rate for the Business Privilege Tax, begin with the federal taxable income; multiply that amount by the taxpayer's apportionment factor (Schedule B, line 9). The resultant amount is used in the rate schedule to determine the appropriate rate. Taxpayers having a loss for 1999 will use the lowest rate

Financial Institution Excise Tax

Any person, firm, corporation and any other legal entity doing business in this state as a national banking association, bank, banking association, trust company, industrial or other loan company or building and loan association, and such term shall likewise include any other institution or person employing moneyed capital coming into competition with the business of national banks, and shall apply to such person or institution regardless of what business form and whether or not incorporated, whether of issue or not, and by whatsoever authority existing.

Partnerships/LLC

A single-member LLC is not required to submit a separate Alabama income tax return.

D. SALES AND USE TAX

The Sales, Use and Business Tax Division of the Alabama Department of Revenue is made up of five sections:

- Sales and Use
- Business License
- Severance Tax
- Motor Fuels
- Tobacco

Each section administers and collects several taxes. Next to each section name below is the Web site address. These sites provide references to Alabama Code Sections and specifics on each tax.

<http://www.ador.state.al.us/salestax/menu.html> provides links to each section and provides specific information on each tax.

Any person desiring to conduct a retail business in Alabama must submit an application for sales tax license to the Department of Revenue. A percentage tax, which includes manufacturing, machinery and equipment and motor vehicles, is applied to all retail sales of tangible personal property, except for those organizations specifically exempt by action of the legislature. For more information on state sales taxes contact:

**Alabama Revenue Department
Sales Tax Division
50 N. Ripley St.
Gordon Persons Building
Montgomery, Ala. 36132
(334) 242-1490**

***Note:** For Federal Express, mail to zip code 36104.*

For information on county sales taxes, contact your county sales tax division.

For information on city sales taxes, contact your city clerk's office.

1. Sales and Use Section

<http://www.ador.state.al.us/salestax/index.html>

Taxes administered include:

- Sales Tax
- Seller's Use Tax
- Consumer's Use Tax
- Lodgings Tax
- Rental or Leasing Tax
- Contractor's Gross Receipts Tax
- Utility Gross Receipts Tax
- Local Sales & Use, Rental & Lodging Tax
- Mobile Communications Services Tax
- Contractor's Gross Receipts Tax
- Nursing Facilities Privilege Tax
- Pharmaceuticals Providers Tax
- Utility License Tax
- Dry Cleaning Registration Fees

Sales Tax – Imposed on the retail sales of all tangible personal property sold in Alabama by businesses located in Alabama who have inventory for sale in the state. The tax is remitted by the 20th of each month for the previous month's sales. Vendors filing timely sales tax returns are entitled to a discount of 5 percent on the first \$100 of tax and 2 percent on all tax over \$100.

The tax rate is 4 percent of the gross receipts of sales of tangible personal property and the retail market value of any property bought at wholesale but withdrawn from stock and used or consumed (except sales of all new and used automotive vehicles, truck trailers, semi-trailer, and house trailers which are taxed at 2 percent of the net difference paid, farm machinery which is taxed at 1.5 percent of the net difference paid, and all sales of machines, parts, and attachments for machines used in manufacturing, processing, compounding, mining, and quarrying tangible personal property which are taxed at 1.5 percent), 4 percent of the gross receipts from places of entertainment or amusement, and 3 percent of the total cost price of food products sold through coin-operated vending machines. Local taxing authorities may also impose a sales tax; these rates vary.

Seller's Use Tax – Imposed on the retail sales of all tangible personal property sold in Alabama by businesses located outside Alabama that have no inventory for sale in Alabama, but only a sales office or agents soliciting retail sales in Alabama. This tax is due on a monthly basis and is to be remitted by the 20th of the month following the close of a month. Businesses filing timely reports are entitled to a 3 percent discount on Seller's Use Tax Return. The tax rate is 4 percent on sales price of tangible personal property; 1.5 percent on machinery used in mining, quarrying, and manufacturing; 2 percent of the sales price of automotive vehicles or on the net difference of such sales when a trade-in is involved. In addition to the state rate, there may be city and/or county use taxes due; these rates vary.

Consumer's Use Tax – Imposed on the tangible personal property brought into Alabama for its storage, use or consumption in the state when the supplier did not collect seller's use tax on the sale of the property. This tax is due on a monthly basis and is to be remitted by the 20th of the

month following the close of a month. No discounts apply. The rates are the same as shown above.

Lodgings Tax – Imposed upon every person or firm that rents or furnishes lodgings or accommodations to transients for a fee. This privilege tax is remitted on the 20th of each month following the month the tax accrues. The tax rate is 5 percent of the charges for accommodations in counties of the geographic region comprising the Alabama Mountain Lakes area, and 4 percent of the charges for accommodations in all other Alabama counties.

Rental or Leasing Tax – Levied on the lessor for the leasing or renting of tangible personal property. Leasing tax is due on true leases. “True” leases are those in which the title to the property is retained by the lessor at the end of the lease agreement. “Conditional sale” leases, leases in which the title to the property is transferred to the lessee at the end of the lease agreement, are subject to sales tax. This tax, in both cases, should be remitted by the 20th of each month following the month that the tax accrues. No discounts apply. The tax rate is 1.5 percent of the gross proceeds from renting or leasing automotive vehicles trucks, semi-trailers, or house trailers; 2 percent of the gross proceeds from renting or leasing linens and garments; 4 percent of the gross proceeds from leasing or renting of all other tangible personal property.

Any questions regarding any of the above-mentioned taxes, or any taxes not outlined above, should be directed to the Sales and Use Tax Section at (334) 242-1490.

2. Privilege/Business License Section <http://www.ador.state.al.us/licenses/taxes.html>

Taxes administered by the **Privilege Tax Section** are:

Automotive Dismantler and Recycler License - Required of all persons engaged in the business of purchasing, dismantling, disassembling or repairing wrecked, abandoned or repairable motor vehicles and selling the usable parts. This tax also applies when selling these vehicles as a unit at wholesale, or selling the hull after the parts have been removed.

Privilege License Tax - Required of every person, firm, company or corporation engaged in any business, vocation, occupation or profession described in Title 40-12 Code of Alabama 1975. The annual license covers the period of Oct. 1 through Sept. 30. The license will be delinquent on Nov. 1. The State and County license(s) is issued by the county Probate Judge or License Commissioner in the county where the business is located. Unless otherwise provided, a license is required in every county where the business is conducted.

Motor Vehicle Dealer Regulatory License - Required of all persons engaged in the business of buying, selling, exchanging, reconditioning, rebuilding, etc. motor vehicles in Alabama.

Store Licenses - Required of any person, firm, corporation, association or co-partnership, either foreign or domestic to operate, maintain, open or establish any store in this state in which goods, wares, or merchandise of any kind are sold, at either retail or wholesale. A check with city and county officials will determine what local licenses and permits are necessary.

Scrap Tire Handlers License - Required of any person who receives, collects or transports scrap tires

3. Severance Tax Section

<http://www.ador.state.al.us/severancetax/index.html>

The taxes administered by the **Severance Tax Section** are:

Oil and Gas Tax - Levied on anyone producing or severing oil or gas from beneath the soil or water. Tax rate varies.

Coal severance Tax - Levied on every person mining coal in Alabama.

Forest Products Tax – Levied on the harvesting of timber or other forest products from the soil. Tax rate varies according to the measurement specifications and types of forest products harvested

Iron Ore Severance Tax – Levied on anyone mining iron ore or operating an iron ore mine in Alabama.

4. Motor Fuels Section

<http://www.ador.state.al.us/motorfuels/index.html>

Taxes administered by the **Motor Fuels Section** include:

Gasoline and Motor Fuels Tax – Gasoline that is sold, consumed, distributed, stored or withdrawn from storage. Two taxes are levied. Local rates vary.

Aviation Gasoline and Jet Fuel Tax – Fuel used to propel aircraft powered by reciprocating engines and/or jet or turbine engines

Motor Carrier Mileage Tax - Motor carrier transportation of persons or property for hire on highways of Alabama.

Wholesale Oil License - Wholesale sales of illuminating, lubricating or fuel oils.

Lubricating Oil Tax - Lubricating oils or greases that are sold, distributed, stored or withdrawn from storage in Alabama for any use.

Scrap Tire Environmental Fee - \$1 per tire to be collected at the point of sale from the consumer on replacement tires (new, used and retread), whether or not the tires are mounted on a rim or wheel. The Alabama Department of Revenue has been authorized to collect this fee. A tax form and any remittance due should be filed on or before the 20th day of the month following each month's activity.

5. Tobacco Tax Section

<http://www.ador.state.al.us/tobaccotax/taxes.html>

Taxes administered by the **Tobacco Tax Section** include:

Tobacco Products Tax - Alabama's tax rate on cigarettes is based on 8.25 mills for each cigarette. This converts to \$0.00825 for one stick, \$0.165 for a package of 20 cigarettes and \$0.20625 for a package of 25 cigarettes.

State tax on cigarettes is paid by purchasing and affixing revenue stamps to the package of cigarettes. Distributors can only purchase stamps from the Alabama Department of Revenue. State taxes on tobacco products other than cigarettes are paid by tax return. Tobacco wholesalers normally pay the taxes. However, if a retailer receives untaxed products, it is their responsibility to remit the tax to the department.

Cigars, snuff, chewing tobacco and smoking tobacco do not have a stamp. These products are referred to as other tobacco products. The state tax rates vary, and taxes are paid by filing a monthly state tobacco tax return that is due by the 20th of the month for the previous calendar month's activity. Tax for regular cigars is based on the retail-selling price, whereas the tax for little cigars, snuff, chewing tobacco and smoking tobacco is based on weight.

Pari-mutuel Pool Tax and Horse Wagering Fee - Levied on operators of dog and horse race tracks in Alabama. Pari-mutuel is a system of betting on races whereby the winners divide the total amount bet, after deducting authorized taxes, fees and management expenses, in proportion to the sums wagered individually. The total amount wagered in any particular race is the pari-mutuel pool.

Playing Cards Tax - Playing cards containing not more than 54 cards are taxed at 10 cents per deck. A revenue stamp must be affixed to each deck of playing cards. The revenue stamp can only be purchased from the Department of Revenue. In addition, each retailer must obtain a playing card privilege license.

Hazardous Waste Disposal Fees – Imposed on operators of commercial sites for the disposal of hazardous waste or hazardous substance for each ton of waste or substance received for disposal and disposed of at such sites.

\$41.60 per ton on hazardous waste identified or listed under Section 3001 of the Resource Conservation and Recovery Act of 1976 as amended (RCRA), and on PCB wastes .
\$103.60 per ton on acute hazardous waste listed in 40 CFR261.33 (e) and having an EPA Hazardous Waste Number designation beginning with " P ", except residuals from incineration of such waste.
\$66.60 per ton on toxic hazardous waste listed in 40 CFR 261.33(f) and having an EPA Hazardous Waste Number designation beginning with the letter " U ", except residuals from incineration of such waste.
\$11.60 per ton on all other waste not referenced above.
An additional \$1.00 per ton is imposed on all waste received for disposal.

Underground and Aboveground Storage Tank Trust Fund Charge - Collected and remitted by operators of bulk facilities from which a first withdrawal of motor fuels from bulk is made. When fuel is withdrawn from bulk outside this state, the owner of the fuel when it is delivered into Alabama is responsible for collecting and remitting the charge. The charge is based on invoiced gallons. The charge is \$1.50 for each 500 gallon increment with the maximum fee being \$27 for loads of 8,501 gallons or more. The monthly return and payment is due by the 20th of each month.

E. AD VALOREM TAX

<http://www.ador.state.al.us/advalorem/index.html>

The taxes administered by the **Property Tax Division** include:

Ad Valorem Tax – A property tax levied on the owners of real and personal property within Alabama. All property must be assessed each year between Oct. 1 and Dec. 31 with the county tax assessor. This property will be assessed in one of the following four classes and assessment ratios:

- Class I. All Property of Utilities – 30 percent
- Class II. All Property not Otherwise Classified – 20 percent
- Class III. All Agricultural, Residential, Forest Property and Historical Building Sites – 10 percent
- Class IV. All Private Passenger Automobiles/Motor Trucks Used for Personal Use – 15 percent

The tax rate is 6.5 mills per dollar of assessed value for the state; local rates vary.

For county rates: <http://www.ador.state.al.us/advalorem/other/assessmentinformation.htm>

For more information on ad valorem tax contact:

Alabama Department of Revenue - Property Tax Division
50 N. Ripley St., Room 4126
Gordon Persons Building
Montgomery, Ala. 36132
(334) 242-1525

You can obtain a copy of the booklet *General Summary of Taxes*, which gives a synopsis of all the taxes and fees administered by the Department of Revenue by calling:

Research & Media Affairs (334) 242-1380

For further information contact:

Sales, Use and Business License Tax Division
P.O. Box 327550
Montgomery, Ala. 36132-7510
(334) 242-1490

F. MOTOR VEHICLE DIVISION

<http://www.ador.state.al.us/motorvehicle/index.html>

Fees administered by the Alabama Motor Vehicle Division include:

- Registration Fees (license tax)
 - Motor Vehicle Title Fees
 - International Registration Plan Registration Fees
 - Miscellaneous Tags
1. **Motor Vehicle Registration Fees:** An annual registration fee or tax on each motor vehicle operated upon the public state highways of Alabama. The standard rate of tax is \$23. Alabama also has a Certificate of Title fee of \$18 due with the application for title to record the ownership of the vehicle. Tags may be purchased and fees paid in the taxpayer's county of residence.
 2. **International Registration Plate Fees:** International registration license plates are issued by the motor vehicle division in Montgomery to owners of commercial and private truck/truck

tractor and trailer combinations with a gross vehicle weight of 26,000 pounds or more that travel in interstate commerce (two or more states). These fees are due annually with varying rates depending on the heaviest weight to be hauled and the states in which the vehicle is to be traveling. Alabama currently collects fees for approximately 46 states. License fees are different for each state.

More information may be obtained regarding any of these taxes above by contacting:

Alabama Motor Vehicle Division
P.O. Box 327630
Montgomery, Ala. 36132-7630
(334) 242-9000

G. TAX NUMBERS

FEDERAL EMPLOYER IDENTIFICATION TAX NUMBER: Anyone who pays wages to one or more employees and who has not previously secured an identification number must file with the Internal Revenue Service to obtain an employer identification number. The application must be filed by those wishing to pay wages on or before the seventh day after the date on which business begins. The Federal employer identification number will also be needed for use on Alabama tax forms. In order to obtain a federal identification tax number, please contact:

Internal Revenue Service
1-800-829-3676
(Request IRS form SS-4)

ALABAMA SALES TAX NUMBER: Anyone who sells tangible personal property to an end user and collects sales taxes must have an Alabama sales tax number. To obtain an Alabama sales tax number, please contact:

Alabama State Department of Revenue
Central Registration Unit
P.O. Box 327100
Montgomery, Ala. 36132-7100
(334) 242-1170
(Request for form COM 101)

ALABAMA INCOME TAX WITHHOLDING NUMBER:

Any business that hires employees and pays wages is required to obtain an Alabama income tax withholding number so as to hold and remit taxes withheld to the Department of Revenue. To obtain an Alabama income tax withholding number, please contact:

Alabama State Department of Revenue
Income Tax Division
P.O. Box 327480
Montgomery, Ala. 36132-7480
(334) 242-1000
(Request for form COM 101)

UNEMPLOYMENT COMPENSATION NUMBER:

The unemployment compensation tax number is needed when someone in your company is injured. This number is used for identification when a report is filed with the Alabama

Department of Industrial Relations. To obtain an unemployment compensation tax number, please contact:

Alabama State Department of Industrial Relations
Industrial Relations Building
649 Monroe St., Status Unit Room 416
Montgomery, Ala. 36131
(334) 242-8830
<http://dir.alabama.gov>

CHAPTER 4

STRATEGIC PLANNING AND CONSULTING AGENCIES

- A. Alabama Small Business Development Consortium
- B. Department of Agriculture and Industry
- C. Alabama Department of Economic and Community Affairs
- D. Environmental Protection Agency (EPA)
- E. Occupational Safety and Health Administration (OSHA)
- F. Alabama Development Office
- G. Minority Business Development Agency
- H. Alabama Cooperative Extension Service
- I. Service Corps of Retired Executives
- J. Southeast Alabama Chambers of Commerce
- K. Alabama State Employment Office

A. ALABAMA SMALL BUSINESS DEVELOPMENT CONSORTIUM

The Alabama Small Business Development Consortium hosted by the University of Alabama at Birmingham provides managerial and technical consulting assistance and training at no cost to current and potential small businesspersons statewide. Ten Small Business Development Centers offer this service, the Alabama International Trade Center and the Alabama Small Business Procurement System.

The Small Business Development Centers coordinate and disseminate information, counseling and assistance to those who plan to start a small business or are currently operating a small business. The centers also provide the entrepreneur with education and training opportunities covering a wide range of business topics. Both basic and applied research is also available to give the small businessperson more relevant data to consider when making decisions. For more information, contact the SBDC nearest you:

1. SMALL BUSINESS DEVELOPMENT CENTERS

Alabama A&M University SBDC

Cassandra Zeigler, interim director
College of Business, Room 113
4900 Meridian St.
P.O. Box 429
Normal, Ala. 35762
256-372-5608
www.aamu.edu/sbdc

Alabama State University SBDC

Lorenza Patrick, director
915 S. Jackson St.
Montgomery, Ala. 36101
334-229-4138
www.cobanetwork.com/sbdc

Auburn University SBDC

Dr. Jackie DiPofi, director
108 Lowder College of Business
Auburn University, Ala. 36849
334-844-4220
www.sbdc.auburn.edu

Jacksonville State University SBDC

Pat Shaddix, director
114 Merrill Hall
700 Pelham Road
Jacksonville, Ala. 35265
256-782-5271
www.jsu.edu/depart/sbdc

Troy University SBDC

Sandra Lucas, director
100 Industrial Blvd.
Troy, Ala. 36081
334-674-2425
cibed.troy.edu/sbdc

University of Alabama SBDC

Paavo Hanninen, director
214 AIME Building
720 Second St.
Tuscaloosa, Ala. 35401
205-348-7011
sbdc.cba.ua.edu

University of Alabama in Huntsville SBDC

Kannan Grant, director
301 Sparkman Drive
BAB Suite 126
Huntsville, Ala. 35899
256-824-6422
sbdc.uah.edu

University of North Alabama SBDC

Rick Lester, director
135 Keller Hall
One Harrison Plaza
Florence, Ala. 35632
256-765-4629
business.una.edu/ptac/about/index.php

University of South Alabama SBDC

Thomas Tucker, director
307 University Blvd.
8 College of Business, MCOB Room 118
Mobile, Ala. 36688
251-460-6004
www.southalabama.edu/sbdc

University of West Alabama SBDC

Donald Mills, director
Guy Hunt Technical Complex, R122
Station 35
Livingston, Ala. 35470
205-652-3665
www.sbdc.uwa.edu

2. ALABAMA SMALL BUSINESS PROCUREMENT SYSTEM

The Alabama Small Business Procurement System assists small businesses in Alabama by:

- Training business owners at procurement workshops.

- Counseling businesses on the procurement process and on marketing their products and services to the government.
- Providing opportunities for businesses to network with government agencies and prime contractors.
- Notifying businesses of bidding opportunities.

Authorized and funded by a 1984 act of the Alabama Legislature, the Alabama Small Business Procurement System's bid delivery service operates through the existing Small Business Development Center (SBDC) network consisting of 11 state universities. The procurement system's central office is located in Birmingham, at the state office of the Alabama Small Business Development Consortium. Any business in the state can request the free bid delivery service.

Procurement Technical Assistance Program

The University of Alabama
 Pat Phillips, program manager
 Box 870396
 201 Bidgood Hall
 500 Colonial Drive
 Tuscaloosa, Ala. 35487
 205.348.1687
www.al-ptac.org

SBDC personnel work with a business to develop precise codes and key words that identify the company's products or services and then enter them into the center's procurement computer. Bid information from the *Commerce Business Daily*, Alabama military installations, as well as state and local agencies are entered into Birmingham's host computer on a daily basis and transmitted through the microcomputer network. The SBDC matches a business's specific capabilities with bid opportunities and will fax or mail a notice so that the business can call the appropriate contracting bid agency for a bid package.

Through cooperative agreements with the Department of Defense and the state of Alabama, the SBDC assists firms and counsels them on how to do business with the Government. Areas of Counseling include bid package preparation, 8(a) and other minority programs, military packaging, pricing, bonding and quality assurance.

Training seminars held throughout the state teach business people about the government market and the bidding process. Larger procurement conferences provide small businesses the opportunity to network with government agencies and prime contractors.

For more information about the bid-matching service, training seminars and conferences, or procurement counseling, please contact the Small Business Development Center nearest you.

3. ALABAMA INTERNATIONAL TRADE CENTER www.aitc.ua.edu

The Alabama International Trade Center (AITC) is dedicated to the development of international trade activity in Alabama. The different services offered through the AITC include foreign market research, implementation recommendations, strategic planning and consulting, training seminars and general information.

Foreign Market Research

With more and more firms looking into the lucrative foreign market, accurate, up-to-date information is essential. The AITC is constantly engaged in analyzing and assessing foreign market opportunities. With the support of an excellent information base and a staff of market research specialists, AITC continually monitors foreign market data regarding:

- Demand for specific products
- Available distribution channels
- Laws and trade regulations
- Political and economic conditions
- Social Customs
- Business Practices
- U.S. and Foreign Competition & Market Share
- Export and Import Statistics

Strategic Planning & Consulting

The AITC also provides individual consulting, strategic planning and advisory services. Consultants work exclusively with company executives to assess their needs and problems. Recommendations are made and in-depth assistance is given to firms based on the findings of the market research and in light of each company's needs. The AITC can help you:

- Answer questions regarding tariffs and transportation
- Provide sales leads
- Determine overseas sources of supply
- Advise on export documentation, legal matters and financing
- Find licenses for a company's product or service
- Select appropriate target markets and devise market entry strategies
- Design appropriate product packaging
- Locate suitable joint venture partners

Implementation

The AITC assists in the implementation of tailored international business plans. Channels of communication are always open and client companies are monitored on an ongoing basis to assure continued success of international activities.

Training and Seminars

The AITC conducts more than a dozen workshops and seminars every year to train executives who are active or interested in international trade. These seminars utilize the experience of members of the international community and knowledge of experts in various fields to help clients understand everything from the basics of exporting to the specifics of exporting products.

Information and Publications

The AITC serves as a central office for answering or referring inquiries related to international business. Sending a letter or placing a phone call to AITC can save you valuable time and effort as the trade center can provide up-to-date information quickly. In addition, AITC publishes a

variety of manuals and bulletins designed to educate and aid Alabama firms in international business as well as to inform potential foreign customers about Alabama products. For more information, please contact:

**Alabama International Trade Center
University of Alabama
Box 870396
Tuscaloosa, Ala. 35487-0396
(205) 348-7621**

B. DEPARTMENT OF AGRICULTURE AND INDUSTRY

<http://www.agi.state.al.us/>

The Department of Agriculture and Industry supplies both information and technical support to Alabama's farmers, businesses and consumers. In providing the services, the department acts as a regulatory agency, a service agency and a consumer protection agency.

As a regulatory agency, the department monitors and enforces laws and regulations concerning meats, poultry, nursery plants, produce, over-the-counter drugs, gasoline, motor oils, pesticides, and agricultural products from seeds to fertilizers. As a service agency, it assists farmers and businesses with seed testing, market reporting, farm legislation, animal and crop disease detection, analysis and prevention, pest detection and eradication, foreign and domestic market development, farm law enforcement, research and numerous other activities.

For more information, contact:

**Department of Agriculture and Industry
P.O. Box 3336
Montgomery, Ala. 36109
(334) 240-7171**

C. ALABAMA DEPARTMENT OF ECONOMIC AND COMMUNITY AFFAIRS

www.adeca.state.al.us

The Department of Economic and Community Affairs encourages comprehensive and coordinated planning and programming of economic and community affairs within Alabama. ADECA offers many services, including an education and training division to help train residents of Alabama to work in industries that relocate here. The department plays a major role as a coordinating agency for economic development activities. ADECA also focuses on utilizing existing resources that are available as economic development tools. ADECA makes a strong impact on the state through its role of soliciting grants for programs relating to economic development.

For more information, contact:

**Alabama Department of Economic and Community Affairs
Alabama Center for Commerce
401 Adams Ave., Suite 580
P.O. Box 5690
Montgomery, Ala. 36103-5690
(334) 242-5442**

D. ENVIRONMENTAL PROTECTION AGENCY (EPA)

www.epa.gov

Background

EPA is a regulatory agency created to protect and enhance the environment under the laws enacted by Congress. EPA controls and abates pollution in the areas of air, water, pesticides, solid waste, and radiation and toxic substances. The EPA is mandated to mount an integrated, coordinated attack on environmental pollution in cooperation with state and local governments.

**Environmental Protection Agency
Ariel Ross Building.
1200 Pennsylvania Ave., N.W.
Washington, D.C. 20460
(202) 272-0167**

Small Business Ombudsman Hotline: (808) 368-5888

This service helps small businesses understand and comply with EPA regulations. The publication *Doing Business with the EPA* is also available.

Other Hotlines:

Chemical and Emergency Preparedness	(800) 535-0202
National Pesticide Information	(800) 858-7378
RCRA Superfund Hotline	(800) 424-9346
Foam Recycling	(800) 944-8448
Steel Recycling	(800) 876-7274
Lead	(800) 424-5323
Wetlands Issues	(800) 832-7828

<http://npic.orst.edu>

E. OCCUPATIONAL SAFETY AND HEALTH ADMINISTRATION (OSHA)

www.osha.gov

OSHA offices oversee compliance with federal workplace safety and materials-handling regulations. Assistance provided includes information on maintaining a safe workplace and how to comply with OSHA regulations.

**OSHA - Birmingham (205) 731-1534
OSHA - Mobile (251) 441-6131**

A Safety Alliance has been formed between The Dothan Area Chamber of Commerce, Small Business Development Center at TSU, OSHA- Mobile Office, and the Wiregrass Association of Safety Engineers. The purpose of the Alliance is to foster understanding of OSHA requirements,

as well as the fiscal benefits of safe operations. Members of the Alliance can provide training or coordinate with other entities to provide training in safety issues.

The University of Alabama Safe State program provides training on OSHA rules and regulations. (205) 348-3033, Fax (205) 348-3049.

F. ALABAMA DEVELOPMENT OFFICE

www.ado.state.al.us

The Alabama Development Office, an agency of the Governor's office, promotes growth through the development of the industrial and technological base in Alabama. The ultimate goal of the ADO is to enhance the economic well being of Alabama's citizens by creating jobs.

ADO will assist businesses planning to relocate processing, manufacturing, warehousing or distribution facilities in Alabama. ADO also maintains the latest factual information on many matters that are relevant to doing business in Alabama. The office provides information on industrial sites and buildings, as well as details involving utilities, labor, taxes and tax exemptions and financing. This agency also has information on natural resources, climate, geography, education and the quality of life in Alabama.

The staff of ADO includes experts in the areas of economic development, research, tax, industrial recruitment, finance, community data and other areas to help businesses with a smooth, cost-effective location in Alabama.

For more information, contact:

Alabama Development Office
Center for Commerce Building
401 Adams Ave., Suite 624
Montgomery, Ala. 36130
(334) 242-0400 1-800-248-0033 Fax (334) 353-1212
www.ado.state.al.us

Information on specific small and minority business programs may be obtained from:

Small Business Office of Advocacy
Alabama Center for Commerce
401 Adams Ave.
Suite 600, Room 670
Montgomery, Ala. 36130
(334) 242-0491 1-800-248-0033

Office of Minority Business Enterprise (OMBE)
Alabama Center for Commerce
401 Adams Ave.
P.O. Box 5690
Montgomery, Ala. 36130-5690
(334) 242-5370 1-800-447-4191 Fax (334) 242-4203

G. MINORITY BUSINESS DEVELOPMENT AGENCY

www.mbda.gov

The Minority Business Development Agency (MBDA) assists minority business in achieving effective and equitable participation in the American free enterprise system and in overcoming social and economic disadvantages that have limited their participation in the past. MBDA provides national policies and leadership in forming and strengthening a partnership of business, industry and government with the nation's minority businesses.

Management and technical assistance is provided to minority firms on request, primarily through a network of minority business development centers funded by the agency. Specialized business assistance is available to minority firms or potential entrepreneurs.

MBDA promotes and coordinates the efforts of other federal agencies in assisting or providing market opportunities for minority business, primarily through its affiliate network of Minority Business Development Centers. The agency coordinates opportunities for minority firms in the private sector through the funding of business and industry trade associations. Through such public and private cooperative activities, MBDA promotes the participation of federal, state, and local governments, and business and industry in directing resources for the development of strong minority businesses. The agency also operates an Information Clearinghouse for catalogs, publications and other information about the nation's minority businesses.

For further information, please contact:

Minority Business Development Agency
401 West Peachtree, N.W., Suite 1715
Atlanta, Ga. 30308
(888) 324-1551 Fax (404) 730-3313

H. ALABAMA COOPERATIVE EXTENSION SERVICE

www.aces.edu

This service is provided through county agents that live in the counties they serve. These agents attempt to carry out the educational programs of the Extension Service on the local level.

The agents provide answers to almost anything related to home economics, agriculture, 4-H and growth or community development. Through the actions of these agents, ACES can identify the strengths and weaknesses of the resources of the county and set reachable goals and workable plans for improvement.

The following are the area offices and phone numbers:

ACES Headquarters, Auburn University	(334) 844-4444
Community Resource Development	(334) 844-5544
Alabama Fish Farming Center, Greensboro	(205) 624-4016
Wiregrass Ag. Research Extension Center	(334) 693-2363
New Brockton Office	(334) 894-5596
Houston County Office	(334) 794-4108
Geneva County Office	(334) 684-2484
Dale County Office	(334) 774-2329
Henry County Office	(334) 585-6416

I. SERVICE CORPS OF RETIRED EXECUTIVES

www.score.org

The Service Corps of Retired Executives (SCORE) provides counseling to business by individuals who have experience in a particular field but are now retired.

Counselors who have the experience that most closely parallels your needs will be assigned to your case to help solve the problems you are facing in your business venture. These counselors also have access to other retired executive that they can call on if additional counseling is required.

These services can be quite valuable. They are free and all information learned about your business will be kept confidential. For more information contact the SCORE chapter nearest you:

National SCORE Office
409 Third Street, S.W.
Washington, D.C. 20024
1-800-634-0245

Capital City SCORE Chapter
c/o Montgomery Chamber of Commerce
P.O. Box 79
Montgomery, Ala. 36101
(334) 240-6868

East Alabama SCORE Chapter
c/o Opelika Chamber of Commerce
P.O. Box 2366
Opelika, Ala. 36803-2366
(334) 745-4861

Southern Alabama SCORE Chapter
c/o Mobile Chamber of Commerce
P.O. Box 2187
Mobile, Ala. 36601
(334) 431-8614

J. SOUTHEAST ALABAMA CHAMBERS OF COMMERCE

The Alabama Chambers of Commerce are made up of members of the business community in cities throughout the state. Each city has its own organization and each individual chamber works to promote business opportunities in its area.

Each city's chamber of commerce relies on the business people in the community to make the chamber the community's business spokesman.

Services that chambers of commerce provide include economic development services, governmental affairs services and community affairs services. These services combined make the business community stronger and more productive.

Chambers of commerce provide a focal point for able community leadership to effectively encourage and work for economic growth in business industry. This mission will enhance the quality of life, represent the interests and advancement of members and promote responsible principles in the conduct of business and government.

The following is a complete listing of the chambers of commerce located throughout southeast Alabama:

Abbeville Chamber of Commerce
P. O. Box 202
Abbeville, Ala. 36310
(334) 585-6444

Andalusia Chamber of Commerce
P.O. Box 667
Andalusia, Ala. 36420
(334) 222-2030

Ashford Chamber of Commerce
P.O. Drawer 463
Ashford, Ala. 36312
(334) 899-4769

Daleville Area Chamber of Commerce
740 S. Daleville Ave.
Daleville, Ala. 36322
(334) 598-6331

Dothan Area Chamber of Commerce
P. O. Box 638
Dothan, Ala. 36302
(334) 792-5138
www.dothan.com

Elba Chamber of Commerce
200 Buford St.
Elba, Ala. 36323
(334) 897-3125

Enterprise Chamber of Commerce
P. O. Box 310557
Enterprise, Ala. 36331
(334) 347-0581

Eufaula-Barbour County Chamber of Commerce
P. O. Box 697
Eufaula, Ala. 36072
(334) 687-6664

Floral Chamber of Commerce
P. O. Box 183
Floral, Ala. 36442
(334) 858-6252

Geneva Area Chamber of Commerce
P. O. Box 477
Geneva, Ala. 36360
(334) 684-6582

Headland Chamber of Commerce
P. O. Box 236
Headland, Ala. 36345
(334) 693-3303

Opp Chamber of Commerce
P. O. Box 148
Opp, Ala. 36467
(334) 493-3070

Ozark Chamber of Commerce
308 Painter Ave.
Ozark, Ala. 36360
(334) 774-9321

K. ALABAMA STATE EMPLOYMENT SERVICE

<http://dir.alabama.gov/business/>

The Alabama State Employment Service is a good place to begin your effort to find qualified prospective employees. Resume searches and job orders can be completed online at <https://joblink.alabama.gov/ada/>.

The basic function and ultimate objective of the Alabama State Employment Service is the placement of workers. An Employment Office (One-Stop Center) for each county in Alabama is listed on the Department of Industrial Relations Web site at: https://joblink.alabama.gov/ada/mn_offices_dsp.cfm?choice=1&comingfromthemenu=1&rand=846548

Employers pay for this service through federal unemployment taxes. There is never a fee for employers or applicants. The Employment Service has proven itself for more than 50 years to be an efficient, cost effective system for putting people and jobs together. On any one day, the Employment Service has access to thousands of job seekers locally, statewide and across the nation.

Some of the services are:

- Individual referrals - we refer applicants to you, including highly qualified veterans with specialized skills, experience and training.
- Recruiting at our offices - we provide space in our office for you to interview applicants.
- Recruiting on location - we assist in processing the applicants at a location you designate.
- Recruiting by appointment - we screen applicants and schedule appointments for you to interview at your convenience.
- Application or resume review - we forward pre-qualified applications and/or resumes to you for your review.

- Applicant processing - you can direct all applicants to our office and we will screen and refer the best-qualified candidate when you have an opening.
- Testing - professionally developed and validated tests including typing, shorthand, and aptitude batteries.
- Targeted Jobs Tax Credit - Employment Service will determine applicant eligibility for employers who wish to take advantage of elective tax credits available under Federal Revenue Act of 1978.

A complete Employment Service is as close as your telephone. The employer makes the final selection of qualified applicants referred.

For more information, please contact:

Alabama Department of Industrial Relations
649 Monroe St.
Montgomery, Ala. 36131
Phone: (334) 242-8003

CHAPTER 5

SMALL BUSINESS FINANCING

- A. Financing Overview
- B. Financing Agencies and Programs
 - 1. Small Business Administration
 - a. SBA 504 Loan Program
 - b. SBA 7a Program
 - c. Additional SBA Programs
 - 2. Southern Development Council
 - 3. Rural Economic and Community Development
 - 4. Private Financing
 - 5. Personal Savings
 - 6. Regional Revolving Loan Fund
 - 7. Additional Funds and Programs
- C. Financial Ratio Analysis
- D. Glossary

A. FINANCING OVERVIEW

Financing a small business is normally the entrepreneur's greatest obstacle when starting a new business. Developing a sound strategy for obtaining the proper type and amount of financing is crucial for the long-term success of any business opportunity.

Many financing options are available to today's entrepreneur. These include both public and private sources. Some of the more viable financing options are presented on the following pages:

B. FINANCING AGENCIES AND PROGRAMS

1. Small Business Administration

The SBA offers two general types of financing. The SBA 504 CDC loan program and the SBA 7a loan guaranty program. A tutorial on SBA guaranteed loans is available at <http://web.sba.gov/sbtn/registration/index.cfm?CourseId=29>.

The SBA Office of Advocacy annual reports of lending institution loan participation is available at: <http://www.sba.gov/advo/research/lending.html>

a. SBA 504 Loan Program

The SBA 504 CDC loan program can provide long term, fixed asset financing to eligible small businesses for the acquisition, construction, purchase, expansion or renovation of land and buildings. The maximum SBA debenture is \$1.5 million when meeting the job creation criteria or a community development goal. Generally, a business must create or retain one job for every \$50,000 provided by the SBA except for small manufacturers which have a \$100,000 job creation or retention goal (see below). The maximum SBA debenture is \$2 million when meeting a public-policy goal.

The public-policy goals are as follows:

- Revitalization of business district
- Expansion of exports
- Expansion of minority business development
- Rural development
- Increased productivity and competitiveness
- Restructuring because of federally mandated policies
- Changes necessitated by federal budget cutbacks
- Expansion of small business concerns owned and controlled by veterans (especially service-disabled veterans)
- Expansion of small business concerns owned and controlled by women

To obtain this type of loan, a business must submit a proposal to a certified development corporation's loan committee, which then submits an application to the SBA.

<http://www.sba.gov/services/financialassistance/sbaloantopics/cdc504/index.html>

Finance specialists from any of the following CDCs will assist the small business in packaging the loan application.

AGENCY

Alabama Community Development Corp.

ALACOM FINANCE

117 Southcrest Drive, Suite 100

Homewood, Ala. 35209

(205) 942-3360 (800) 239-5909 (Local Office 677-6690)

www.alacom.com

All counties in Alabama except, Choctaw, Sumter and Washington

Southern Development Council Inc.

8132 Old Federal Road

Montgomery, Ala. 36117-8007

(334) 244-1801 Toll Free 800-499-3034

www.sdcinc.org

All Counties in Alabama, northwest Florida and Mississippi

b. SBA 7a Loan Program

The SBA 7a loan program can provide small businesses with long term financing for either fixed assets or working capital and has no specific job creation requirements. SBA's 7(a) Loan Program has a maximum loan amount of \$2 million. SBA's maximum exposure is \$1.5 million. Thus, if a business receives an SBA guaranteed loan for \$2 million, the maximum guaranty to the lender will be \$1.5 million or 75 percent. SBA Express loans still have a maximum guaranty set at 50 percent.

<http://www.sba.gov/services/financialassistance/sbaloantopics/7a/index.html>

www.sba.gov/financing/sbaloan/microloans.htm

c. Additional SBA Programs

SBA provides a number of assistance programs in addition to their 504 and 7a type loans. These additional loan programs include:

- Low doc loan program;
- Export working capital programs;
- Contract lines of credit;
- Asset based lines of credit;
- International trade loans;
- Pollution control loans;
- Seasonal lines of credit
- Small general contractor financing

Also, as part of the SBA's goal of providing small business financing, they license financial organizations to act as Small Business Investment Companies (SBIC). These SBIC's are similar to venture capital companies and are privately owned and managed. For more information, please contact:

U.S. Small Business Administration
2121 Eighth Ave. N., Suite 200
Birmingham, Ala. 35203-2398
(205) 731-1338

2. Southern Development Council
www.sdcinc.org

The Southern Development Council is a statewide, nonprofit, financial packaging corporation that helps small to medium businesses arrange long-term, fixed asset financing so that these businesses can finance their expansion or location in Alabama.

The SDC uses both public financing programs and Alabama banks as sources for a financial package that is best suited to each firm's individual needs. The Staff of the SDC is experienced in both private bank financing and public finance programs. By using both of these types of financing, the SDC can create a loan package that spreads the risk each lender must undertake, resulting in safer loans for the banker. This way, the business can receive financing that a single lender is normally unable to provide. For more information on this financing opportunity, contact the SDC at the following address:

Southern Development Council
4101-C Wall St.
Montgomery, Ala. 36106
(334) 264-5441

3. Rural U.S. Department of Agriculture-Rural Development
(Formerly Farmers Home Administration) www.rurdev.usda.gov

Through the Rural Development state office, the U.S. Department of Agriculture (USDA), guarantees term loans to non-farming businesses in rural areas. The USDA Rural Development does not make direct loans under this program. The program offered by the USDA Rural Development is similar to that offered by the SBA 7a program, but is larger in scope. The USDA Rural Development Business and Industry program offers guarantees up to 80 percent on loans between \$750,000 and \$10 million. One stipulation of the program is businesses that apply for this loan must be located in communities with populations under 50,000. Priority will be given to communities with populations less than 25,000.

Under this program, fixed assets can be financed up to 30 years; machinery and equipment up to 15 years; and working capital up to seven years. The USDA Rural Development requires existing businesses to provide 10 percent tangible balance sheet equity and new businesses must provide 20 to 25 percent tangible balance sheet equity. Because it is a public program, job creation and retention are priorities.

Another program that the USDA Rural Development offers is aimed at communities that provide low interest loans to finance water and waste infrastructure and other essential community facilities such as fire, rescue and public safety, health services and community, social and

cultural services. The program's interest rates are based on the community's median family income.

The USDA Rural Development has a relatively new community program guaranteed program. Under this program, a guarantee will normally not exceed 80 percent, and loan purposes are the same as community program insured loans.

For more information on this financing opportunity, please contact:

Ronald D. Wyatt, Rural Development Manager
USDA Rural Development, Alabama Area 2
Phone: (334) 793-7819
ronnie.wyatt@al.usda.gov

4. Private Financing

Direct bank loans are the chief source of private financing. These loans are negotiated directly with a bank. The loan terms are based on the bank's requirements.

Adequate preparation prior to meeting with a banker is key to successfully obtaining a direct bank loan. Write a detailed and accurate business plan. Having a good business plan provides evidence to a banker that you are fully prepared to enter into this business opportunity and will increase his faith in your ability to manage a successful business.

Approximately 90 percent of prospective borrowers that come to a bank for a loan are not prepared. Since bankers don't have time to do research for the borrower, it is safest and easiest for them to say no. The following is a list of suggestions that will increase your chances of getting a loan:

- ✓ Prepare the detailed business plan complete with financial statements.
- ✓ Choose a bank that has a reputation for making small business loans.
- ✓ Make an appointment with the banker. Do not just walk in.
- ✓ Demonstrate good character to the banker. This is one of the most crucial factors.
- ✓ Know what type of loan you want and how much money you need.
- ✓ Be prepared to personally guarantee the loan or meet certain equity requirements.
- ✓ Answer all questions openly and honestly.

5. Personal Savings

Another widely used funding source is the savings of the entrepreneur. Using personal savings shows future creditors that the owners are willing to stand behind their company. Banks and other creditors like to see this kind of faith before lending money to a small business.

Financing a business through personal or family savings is less risky and less costly than bank financing. Reducing risk and expenses early in the life of a business help insure its long-term success. For these reasons, financing a business with personal savings should be given every consideration.

Another factor that bankers consider when evaluating loan potential is personal budgeting experience. People who establish and follow a personal budget demonstrate to a banker that they have the necessary skills for developing and following a business budget. Budgeting is a critical factor in the success of a business. Based on these facts, we recommend that anyone who is considering opening a business first develop a personal budget.

6. Regional Revolving Loan Fund

The Southeast Alabama Regional Planning and Development Commission Revolving Loan Fund (RLF) is a locally controlled source of capital used to finance startup and expanding businesses whose projects will create permanent jobs and leverage private sector investment. As borrowers repay their RLF loans, the principal and interest payments are returned to the fund for lending to other businesses to create more jobs and investment opportunities.

The businesses targeted for RLF financing are:

- Small manufacturing companies
- Manufacturing-related services
- Unique services
- Companies that develop technology that will add value to the regional economy
- Businesses that help a community improve its development potential

Generally, retail businesses are not eligible.

Proceeds from RLF loans can be used to:

- Purchase land and buildings.
- Construct new buildings
- Renovate and modify existing buildings.
- Purchase machinery & equipment.
- Provide for permanent working capital.

Here are some advantages of the Southeast Alabama RLF for both borrowers and participating banks:

- Bank Participation
- Local Control
- Interest rates below prime and determined by project needs. By combining RLF and bank financing, the borrower can realize an effective rate well below market rates.

The RLF was not established to compete with the banking community or to be a lender of last resort. It was established to provide fill the gap between what the bank can reasonably lend on a project and what the business can provide in equity. Banks may offer attractive financing packages that lower debt service by utilizing RLF dollars. In short, the RLF should complement the lending activities of commercial banks.

The RLF program is a local economic development initiative. Loan decisions are made locally by the RLF Loan Administration Board, which is representative of the regional community. Local emphasis means faster response to loan requests and a minimum of red tape. However, state and federal regulations do apply.

RLF Guidelines

- Business startup or expansion must result in the creation of permanent jobs.
- RLF can finance up to one-third of the total project cost.
- Businesses must provide 10 to 25 percent of the project cost in cash equity.
- Below prime fixed interest rates are available.
- Loans available from \$10,000 to \$125,000.
- Loan terms available up to 20 years for fixed assets and up to five years for working capital.
- Principals and business must be credit-worthy and generate sufficient cash flow to repay project debt service requirements.
- Principals of the business must provide personal guarantees.
- Hazard insurance naming SEARP&DC as loss payee required.
- Borrower is responsible for all legal costs associated with the loan.
- Borrower must pay a onetime processing fee of 1.5 percent of the RLF loan amount at time of loan closing. An annual servicing fee of 0.5 percent of the declining loan balance will be charged thereafter.
- Business must be located in Barbour, Coffee, Covington, Dale, Geneva, Henry or Houston County.

The Southeast Alabama Regional Planning and Development Commission (SEARP&DC) and its member counties were designated as an Economic Development District by the U.S. Department of Commerce Economic Development Administration on April 11, 1970. The agency receives assistance annually for economic development planning and technical assistance. Contact the commission at:

SEARP&DC
462 N. Oates St., fourth floor
Dothan, Ala. 36302
(334) 794-4093
www.searpc.org

LOAN & GRANT PROGRAM ASSISTANCE OFFERED THROUGH SEARP&DC:

Revolving Loan Fund-(RLF)

<http://www.searpcdc.org/econdev/revolvingloan.htm>

The businesses targeted for RLF financing are:

- Small manufacturing companies
- Manufacturing-related services
- Unique services
- Companies that develop technology that will add value to the regional economy
- Businesses that help a community improve its development potential

Generally, retail businesses are not eligible.

Intermediary Relending Program-(IRP)

<http://www.searpcdc.org/econdev/relending.htm>

Uses of Proceeds: Fixed asset financing (land, building construction/renovation, purchase of land and buildings, machinery and equipment)

Eligible Businesses: Any existing or proposed business regardless of size. Must be for profit. Must be located in eligible rural area of southeast Alabama.

Interest Rates: Below prime and fixed. Term: Up to 15 years, depending on individual project needs.

Job Generation or Retention: Required. Loan cannot exceed \$15,000 per job created or retained with IRP funds.

Owner's Equity: Owners are required to have a minimum 10 percent equity position in any IRP project.

Maximum Loan Amount: \$150,000

Microloan Program

<http://www.searpcdc.org/econdev/microloan.htm>

The SEARP&DC Rural Business Enterprise Grant/Microloan Revolving Loan Fund program is a locally controlled source of capital used to finance startup and expanding businesses or entrepreneurial projects in rural areas of Barbour, Coffee, Covington, Dale, Geneva, Henry and Houston counties. Microenterprise (MicroE) and Microcapital (MicroC) funds are available depending on project needs. Projects must meet program guidelines and be credit-worthy.

MicroE RLF: a direct loan program with loans available from \$4,000 to \$7,500.

MicroC RLF: a gap financing program for projects up to \$30,000 in size. A private lender participates.

Both the MicroE and MicroC programs require owner's equity as a part of the project financing. As with any Revolving Loan Fund, as borrowers repay their loans the principal and interest are returned to the fund for lending to other businesses to create more jobs and investment opportunities.

Who is eligible?

The businesses targeted for Microloan financing are:

- Small manufacturing companies and service-related companies
- New and emerging businesses
- Companies that develop unique technology that will add value to the regional rural economy
- Businesses that help a rural community improve its development potential and where such assistance is requested by the community's governing body

For forms and applications: <http://www.searfdc.org/econdev/edmaterials.htm>

7. Additional Funds Programs

a. Economic Development Administration - www.doc.gov/eda

The Economic Development Administration provides direct loan guarantees to businesses in areas of high unemployment or low family income. For further information please contact:

Economic Development Administration
401 W. Peachtree Street, N.W., Suite 1820
Atlanta, Ga. 30308-3510
(404) 730-3002 FAX: (404) 730-3025

This office has an individual designated to assist businesses in Alabama.

b. Alabama Linked Deposit Program

The Alabama Linked Deposit Program is a public/private partnership designed to help stimulate economic growth and development in the state. The state treasurer will use a small portion of the state investment portfolio to deposit with Alabama banks or savings and loan associations. These deposits are linked to individual loans made to eligible small businesses or farmers. The financial institution pays up to a 2 percent lower rate on the state deposits and must charge a corresponding lower rate to the borrower.

To apply for a Linked Deposit loan, follow this process:

- The borrower should go to bank or savings and loan association and complete an application for a Linked Deposit loan.
- The financial institution will review the loan application and apply its own criteria for credit worthiness.
- If the program requirements are met, the treasurer's office will notify the financial institution.
- The financial institution will then make the loan to the borrower.

Any person, corporation or partnership engaged in business that meets the following criteria may be eligible to receive a Linked Deposit loan.

The small business must:

- Have headquarters in Alabama
- Create and sustain job opportunities
- Have debts equal to or greater than 35 percent of assets
- Be organized for profit
- Have fewer than 150 employees
- Maintain facilities exclusively in Alabama

Though the loan does not have a maximum amount, one job must be created or sustained for each \$15,000 of loan. Loan requests of more than \$250,000 must demonstrate that one job can be created for each \$10,000 of loan. The Linked Deposit is only available for two years; however, the loan may be made for five to 10 years or longer. The lower rate applies only to the loan's first two years.

Examples of uses of this type of loan:

- Wages
- Inventory
- Land, building and equipment
- Legal and accounting fees
- Repairs and renovations
- Rent
- Utilities
- Insurance
- Taxes

For more information, go to http://www.treasury.state.al.us/website/linked_deposits.html

C. FINANCIAL RATIO ANALYSIS

Financial ratios are one of the principal tools used by the business community to help in financial analysis planning and control. By analyzing key financial ratios, a company can thoroughly assess the strengths and weaknesses of its financial position.

The sources of these financial ratios are the balance sheet, income statement and the statement of retained earnings. The accuracy of the financial ratios obtained from these basic financial statements is dependent upon these statements being properly prepared and up-to-date. We strongly suggest that you employ an accountant or CPA familiar with small business financing to prepare these statements and perform the ratio analysis. Once the ratio analysis has been completed, the information provided can be invaluable.

Ratios can be used for many things, including making comparison of the firm's present position to its position in prior periods. This ratio comparison reveals whether the firm is growing stronger or showing signs of weakness. Another use of ratios is to allow management to make

comparisons to the current budget. Ratio analysis also allows a company to compare itself to the industry as a whole. When the ratios for a company are compared to the national averages, a company can see its position in comparison to competitors. With this knowledge, a company has a stronger base on which to plan for the future and a better idea of the areas that need improvement to remain strong and competitive.

Three basic types of financial ratios:

- Profitability ratios
- Activity ratios
- Liquidity ratios

The following is an explanation of these ratios and some examples of specific ratios under each of the categories.

Profitability ratios help a firm judge how effectively it is being managed. These profitability ratios include the following:

$$\text{Gross Margin} = \frac{\text{Net Sales} - \text{Cost of Goods Sold}}{\text{Net Sales}}$$

$$\text{Operating Margin} = \frac{\text{Income Before Taxes and Interest}}{\text{Net Sales}}$$

$$\text{Net Profit Margin} = \frac{\text{Net Income}}{\text{Net Sales}}$$

$$\text{Return on Assets (ROA)} = \frac{\text{Net Income}}{\text{Total Assets}}$$

$$\text{Return on Investment (ROI)} = \frac{\text{Net Income}}{\text{Shareholders Equity}}$$

Activity ratios measure how effectively the firm employs its resources. These ratios compare sales level and investment in various asset accounts. The activity ratios include the following:

$$\text{Accounts Receivable Turnover} = \frac{\text{Net Sales}}{\text{Average Accounts Receivable}}$$

$$\text{Average Collection Period} = \frac{360 \text{ Days}}{\text{Accounts Receivable Turnover}}$$

$$\text{Inventory Turnover} = \frac{\text{Costs of Goods Sold}}{\text{Average Inventory}}$$

$$\text{Average Age of Inventory} = \frac{360 \text{ Days}}{\text{Inventory Turnover}}$$

Inventory Turnover

$$\text{Average Payment Period} = \frac{360 \text{ Days} \times \text{Average Accounts Payable}}{\text{Annual Purchases of Goods and Services}}$$

Liquidity ratios show a firm if it is going to be able to meet its maturing obligations. By relating the amount of cash and other current assets to the current obligations, these ratios determine the degree of liquidity of the company. Liquidity ratios include the following:

$$\text{Current Ratios} = \frac{\text{Current Assets}}{\text{Current Liabilities}}$$

$$\text{Quick Ratio} = \frac{\text{Cash, Short-Term Marketable Securities and Net Receivables}}{\text{Current Liabilities}}$$

$$\text{Cost of Sales to Inventory} = \frac{\text{Cost of Sales}}{\text{Inventory}}$$

$$\text{Sales to Receivables} = \frac{\text{Net Sales}}{\text{Trade Receivables (Net)}}$$

Several sources can be used for comparing your results to the results of the industry as a whole. These sources include the following:

1. Dun and Bradstreet - The most widely known and used industry average ratios. They provide 14 ratios calculated for several different industries, including manufacturing and construction, wholesalers and retailers.
2. Trade Associations and Public Accountants - Financial ratios for many industries are compiled by trade associations and constitute an important source for a financial manager seeking comparative data.
3. Robert Morris Associates - Industry average ratios based on financial statements received by banks in connection with loans they have made. Eleven ratios are computed for a wide range of industries.
4. Quarterly Financial Reports for Manufacturing Corporations The Federal Trade Commission (FTC) and the Securities and Exchange Commission (SEC) jointly publish quarterly data on manufacturing companies. This information includes an analysis by industry group and asset size, as well as financial statements in ratio form. These reports are a rich source of information and are frequently used for comparative purposes.

D. GLOSSARY

Accrued Expenses - Wages, interest, property taxes, etc., which are expenses due at the end of the period but not paid.

Amortization - The process of gradually paying off a liability over a period of time, i.e., a mortgage is amortized by periodically paying off part of the face amount of the mortgage.

Assets-Liquid - The valuable resources or properties and property rights owned by an individual or business enterprise. Some of the most common liquid assets of a business include cash, marketable securities, accounts receivable, and inventory.

Assets-Capital - Equipment used to manufacture a product or provide a service, or used to sell, store or deliver merchandise. Such equipment will not be sold in the normal course of business, but will be used and worn out. Land and building should be included here.

Break-Even Analysis - A method used to determine the point at which the business will neither make a profit nor incur a loss. That point is expressed in either the total dollars of revenue exactly offset by total expenses (fixed or variable), or in total units of production, the cost of which exactly equals the income derived by their sale.

Business Plan - An objective written review of a business to identify areas of weakness and strength, pinpoint needs and begin planning how to best achieve goals.

Cash Flow - The actual movement of cash within a business; cash inflow minus cash outflow. A term used to designate the reported net income of a corporation plus amounts charged for depreciation, depletion, amortization and extraordinary charges to reserves, which are bookkeeping deductions and not actually paid out in cash. Used to offer a better indication of the ability of a firm to meet its own obligations and to pay dividends than the conventional net income figure.

Cash Management - A service designed to help you get the most out of your business' cash resources. Beginning with a plan of your cash needs, it can help manage collection, disbursement, control and investment of cash.

Cash Position - See liquidity.

Corporation - An artificial legal entity created by government grant and endowed with certain powers; a voluntary organization of persons, either actual individuals or legal entities legally bound together to form a business enterprise.

Current Assets - Cash or other items that will normally be turned into cash within one year, and assets that will be used up in operations of a firm within one year.

Current Liabilities - Amounts owed that will ordinarily be paid by a firm within one year. Such items include accounts payable, wages payable, taxes payable, the current portion of long-term debt, other short-term bank debt and interest and dividends payable.

Current Ratio - A ratio of a firm's current assets to its current liabilities. The current ratio includes the value of inventories that have not yet been sold, so it is not the best evaluation of the current status of the firm. The acid test ratio, covering the most liquid of current assets, provides a better evaluation.

Debt Capital Financing - Money borrowed with the intention of paying it back plus interest. Banks provide only this type of financing.

Debt to Worth Ratio - A ratio of a business' total liabilities to its net worth. This tells creditors how much debt a firm has in relation to equity in the business. The higher the number, the more debt in the business.

Deferred Pre-Paid Expenses - Includes insurance premiums, interest expense, promotional material, office supplies, etc., which are paid in advance and expensed over a period of time.

Depreciation - A reduction in the value of fixed assets. The most important causes of depreciation are wear and tear, the effect of the elements and gradual obsolescence that makes it unprofitable to continue using some assets until they have been exhausted. The purpose of the bookkeeping charge for depreciation is to write off the original cost of an asset (less expected salvage value) by equitably distributing charges against operations over its entire useful life.

Dividend - A disbursement, usually in the form of cash, of profits to the owners of a business. This is an after-tax expense of the business.

Entrepreneur - An innovator of a business enterprise who recognizes opportunities to introduce a new product, a new productive process or an improved organization, and who raises the necessary money, assembles the factors of production and organizes an operation to exploit the opportunity.

Equity - The monetary value of a property or business that exceeds the claims and/or liens against it.

Equity Capital Financing - Money given to a business, without the intention of paying it back, in return for part ownership of the business. Banks do not provide this type of financing.

Guaranty - A written commitment by an individual or authorized legal entity to pay back a loan in the event the borrower is unable to do so. Guaranties can be unlimited (the full amount of the loan) or limited to a specific amount.

Hypothecate - Occasionally, the provider of collateral for a loan is someone other than the borrower. In order to give the creditor the same rights to this collateral that the owner has, he hypothecates it.

Illiquid - See Liquidity.

Leasing - A way to finance equipment, fixtures or buildings. It is a type of financing for the full amount of the equipment, etc., and eliminates the need for a business to put a large sum of cash into the purchase. There is no standard way to lease. You can lease with or without maintenance, by the month, year or several years and with or without the option to purchase.

Leverage - The relationship of other people's money (debt) in relation to your own investment (equity) in your business. This is measured by the debt-to-worth ratio.

Liquidity - A term used to describe the solvency of a business. Has special reference to the degree of readiness in which assets can be converted into cash to meet current liabilities; the firm is said to be illiquid.

Long-term Liabilities - Liabilities (expenses) that will not mature within the next year.

Management - The overall responsibility for planning your business' goal and objectives and assuring that these plans are carried out.

Market - The number of people and their total spending (actual or potential) for a product line within the geographic limits of its distribution ability. The market share is the percentage of total sales of a product by a particular company.

Net Worth - The owner's equity in a business represented by the excess of total assets over total liabilities at a given moment of time. Also, the net worth of an individual as determined by deducting all personal liabilities from the total value of personal assets.

Partnership - A legal relationship created by the voluntary association of two or more individuals to carry on as co-owners of a business for profit; a type of business organization in which two or more individuals agree on the amount of their contributions (capital and effort) and on the distribution of profits, if any.

Pro Forma - A projection or estimate of what may result in the future from action in the present. A pro forma financial statement is one that shows how the actual operations of the business will turn out if certain assumptions are realized.

Profit - The excess of the selling price over all costs and expenses incurred in making the sale. Also, the reward to the entrepreneur for the risks assumed by him in the establishment, operation and management of a given enterprise or undertaking.

Receivables - Short-term credit extended by a business to customers for goods or services purchased. When sales are on a cash basis only, a business would not have receivables as an asset on its balance sheet. As a business asset, receivables usually rank second only to cash in liquid value. As such, banks may frequently request an aging of receivables, which is a list of accounts receivable according to the length of time they have been outstanding. This shows which accounts are being paid in a timely manner and may reveal any difficulty in collecting long overdue receivables. It is an important indication of potential cash flow problems.

Sole Proprietorship or Proprietorship - A type of business organization in which one individual owns the business. Legally, the owner is the business and personal assets are typically exposed to liabilities of the business.

Sub-Chapter "S" Corporation or Tax Option Corporation - A corporation that has elected under Sub Chapter S (by unanimous consent of its shareholders) not to pay any corporate tax on its income and instead have the shareholders pay taxes on it, even though it is not distributed. Shareholders of a tax option corporation are also entitled to deduct their shares of any net operating loss sustained by the corporation on their individual returns, subject to limitations in the tax code.

Subordination - The priority of payment of notes payable to creditors. For example, it is common to see notes payable officers in a corporation's liabilities. The bank may wish to strengthen its loan to this corporation by placing it in a preferred position of repayment to notes payable officers. To do so, it will request the officers to subordinate repayment of their notes to the bank's.

Takeover - The acquisition of a company by another company.

Target Market - The specific individuals, distinguished by socioeconomic, demographic, and/or interest characteristics, who are the most likely potential customers for the goods and/or services of a business.

Trade Payable - Credit extended by a supplier for goods purchased. It is the most used form of short-term credit, especially among small businesses. Suppliers set the terms, (30-90 days, etc.) and if it is paid within this specified period, there is no interest. If paid early, there is sometimes a discount on the purchase price.

Working Capital, Net - The excess of current assets over current liabilities. These excess current assets are available for carrying on business operations.

CHAPTER 6

CONTRACTING

- A. Government Contracting
- B. Minority Business Contracting

A. Government Contracting

Many small businesses gain success through contracting with government agencies. The Small Business Administration estimates that the federal government procures about \$450 billion of goods and services annually, and they provide guidance for people who would like to pursue government contracts for goods and services.

<http://www.sba.gov/contractingopportunities/index.html>

In order to participate in government contracting opportunities, companies must be registered. Central Contracting Registration (CCR) is online at:

<http://www.ccr.gov/>

The Federal Procurement Data System (FPDS) has information on contracting goals, contracts awarded and contractor registration. <https://www.fpds.gov/>

Special consideration is provided to small businesses bidding on government contracts if the company is located in a HUBZone or if the company is certified as an 8 (a) company.

HUBZone- Historically Underutilized Business Zone

<https://eweb1sp.sba.gov/hubzone/internet/index.cfm>

8 (a) Company -A firm owned and operated by socially and economically disadvantaged individuals and eligible to receive federal contracts under the Small Business Administration's 8(a) Business Development Program.

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

The Minority Business Development Agency (MBDA) provides informational resources and assistance to minority-owned businesses. Their Web site provides information on government contracting.

<http://www.mbda.gov/>

A Guide to Small Business Contracting is Available at:

http://www.spl.usace.army.mil/deb/small.pdf?cm_sp=ExternalLink-_-Federal-_-DOD

Federal Acquisition Regulations (FARs) may be found at:

http://www.arnet.gov/far/?cm_sp=ExternalLink-_-Federal-_-GSA

Within Alabama, the Alabama Department of Economic and Community Affairs (ADECA) maintains an Office of Minority Business Enterprises. The Office of Minority Business Enterprise's (OMBE) primary objective is to serve and promote the interest of small and minority-owned and female-owned businesses. The office provides information on procurement and contracting opportunities with federal, state, county and city agencies and assists in meeting state procurement opportunities. Additionally, the office provides certification for minority and female-owned businesses.

<http://www.adeca.state.al.us/C15/OMBE/default.aspx>

Search for Federal Grant Solicitations

<https://www.fbo.gov/index?cck=1&au=&ck=>

For government contract assistance:

Procurement Technical Assistance Program of Alabama
<http://www.al-ptac.org>

Statewide PTAC

PTAP of Alabama

The University of Alabama
500 Colonial Drive, Room 201, Bidgood Hall
Tuscaloosa, Ala. 35487-0396
Phone: 205-348-1687
Program Headquarters

Patricia Phillips - program manager
Phone: 205-348-1687

E-mail: pkphillips@ua.edu

Louise Grover - administrative staff
Phone: 205-307-6510
E-mail: lgrover@uab.edu

ASU-PTAC

915 S. Jackson St.
Montgomery, Ala. 36101
Phone: 334-229-4138

Lorenza Patrick - subcenter director
Phone: 334-229-4138

E-mail: lpatrick@alasu.edu

Thomas Taylor - procurement counselor
Phone: 334-229-4848

Jacksonville State University-PTAC

700 Pelham Road N.
Jacksonville, Ala. 36265
Phone: 256-782-5271

Jeff Hooie - procurement counselor
Phone: 256-782-5271

E-mail: jhooie@jsu.edu

Jennifer Welch - procurement counselor
Phone: 256-782-5271

E-mail: jwelch@jsu.edu

Robbie Medders

Phone: 256-782-5271

E-mail: rmedders@jsu.edu

Troy University PTAC

100 Industrial Blvd
Troy, Ala. 36081
Phone: 334-674-2425

Judy Callin - procurement counselor
Phone: 334-674-2425
E-mail: jcallin@troy.edu

University of Alabama - Huntsville

UAH - 301 Sparkman Drive
BAB 126A
Huntsville, Ala. 35899
Phone: 256-824-6422

Jeff Smith - procurement counselor
Phone: 256-824-6880
E-mail: jeff.smith@uah.edu

Mary Jane Fleming - administrative staff
Phone: 256-824-6936
E-mail: mary.jane.fleming@uah.edu

University of North Alabama

UNA-PTAC
One Harris Plaza
Florence, Ala. 35632
Phone: 256-765-4668

Phillip Marks - procurement counselor
Phone: 256-765-4668
E-mail: pomarks@una.edu

USA-PTAC

Mitchell College of Business, Rm. 1
Mobile, Ala. 36688
Phone: 251-460-6004

Gerald Dunlop - procurement counselor
Phone: 251-460-6004
E-mail: gdunlop@usouthal.edu

B. Minority Businesses Contracting

A minority business enterprise is defined as a for-profit enterprise, regardless of size, which is owned, operated and controlled by U.S. citizens who are African-American, Hispanic-American, Native-American, Asian Pacific-American or Asian-Indian-American.

Minority Business Enterprises (MBEs) represent 15 percent of all businesses in the United States. In 2008, the largest corporations in the United States purchased over \$120 billion in goods and services supplied by MBEs. The South Region Minority Supplier Development Council was created in 1983 to facilitate relationships between corporations, educational, governmental and health care entities and certified MBEs.

Alabama Minority Business Opportunity Center (MBOC)

<http://www.mboalabama.org/>

The Alabama Minority Business Opportunity Center is funded through a grant from the Minority Business Development Agency and operated by the South Regions Minority Business Council. The council's mission is to assist corporations, universities and government agencies in

developing business opportunities with certified minority business enterprises. The center addresses issues and provides assistance to facilitate the success and growth of certified MBEs.

STRATEGIC GOALS “Contacts to Contracts”

The primary goal of the Alabama MBOC is to provide brokering services and assistance to rapid growth potential MBEs while converting contacts to contracts by providing assistance beyond the introductory process. The center maintains a database of viable MBEs as well as potential contracts and financial opportunities, offers assessment of a MBEs capability to satisfy a buyer's needs and provides brokering and bidding assistance in the closing of contract awards.

The Alabama MBOC continually collects and disseminates procurement and bid information vital to the success of rapid growth-potential MBEs. We will also identify other funded projects that specialize in specific growth assistance.

South Region Minority Supplier Development Council (SRMSDC)

www.srmsdc.org

The mission of the South Region Minority Supplier Development Council (SRMSDC) is to expand business opportunities MBEs and create mutually beneficial links between corporate members and MBEs. The ultimate outcome is to add economic value to the supply chain while increasing economic opportunities for the minority business community.

South Region Minority Supplier Development Council
4715 Alton Court
Birmingham, Ala. 35210
(205) 957-1882

Benefits of becoming a Certified Minority Supplier include:

- Expanded business opportunities. More than two-thirds of MBEs confirm an increase in revenues as a result of partnership with corporate members.
- Local, regional and national referrals of minority business to member corporations.
- Exposure to about 3,600 leading national, regional and local companies.
- Access to corporate buyers.
- Listing in the SRMSDC and National Minority Supplier Development Council MBE computer database.
- Participation in education programs and workshops to assist in personal and professional growth.
- Opportunities to network with corporate members at various SRMSDC events and activities.
- MBE to MBE business opportunities.

CHAPTER 7

EMPLOYMENT LAW IN ALABAMA

- A. Right-to-Work and At-Will
- B. Child Labor Provisions
- C. Federal Employment Law
- D. Small Business Regulatory Compliance

A. RIGHT-TO-WORK AND AT-WILL EMPLOYMENT

RIGHT TO WORK

According to the National Right to Work Legal Defense Foundation, the right to work principle affirms the right of every American to work without being compelled to join a union. The Taft-Hartley Act of 1947 allowed the states to prohibit agreements requiring membership in a labor organization as a condition of employment. In 1953 Alabama passed such legislation, and it is incorporated in Title 25-7, Code of Alabama, 1975. Section 25-7-32 states: "No person shall be required by an employer to become or remain a member of any union or labor organization as a condition of employment or continued employment."

AT-WILL

At-will means that the employee or employer can terminate employment on a moment's notice for any reason - good, bad, indifferent, or no reason at all. Unless the termination violates federal or state law, company policies or an implied contract, an at-will employee can do little to protest such action.

For cause employment means the opposite: the employer cannot discharge the employee without a legitimate reason.

Examples of situations where an employer cannot fire without good reason:

- The company's employment policy requires for cause justifications for firings.
- A contract exists (implied, oral or written) with the employer that contains such a provision.
- The employee is a member of a labor union and protected by a collective bargaining agreement.
- The employee is a government employee under the protection of civil service laws.
- State law prohibits at-will terminations (Alabama does not.)
- Employee termination would violate protective state or federal law such as whistleblower's protection, civil rights, age or disability protections.
The term whistle blowing refers to workplace safety violations of the employer for which a complaint is lodged by the employee to the employer or outside government agency.
The employee is protected from retaliation by the employer under these circumstances.

For cause employment is recognized either in a written employment contract or the employer's verbal statements (in some states).

B. CHILD LABOR PROVISIONS

The minimum age for employment outside school hours is 14. The minimum age for most employment is 16, including many manufacturing jobs. Teenagers younger than 18 cannot work jobs that have been declared hazardous by the secretary of labor. In Alabama, employees

younger than 21 are prohibited from dispensing alcohol in places where those beverages are served for consumption on the premises.

Teenagers younger than 16 may not exceed 40 hours of work per week during summer vacation and no more than 18 hours per week when school is in session. Also, during school session, students who are younger than 18 may not work past 10 p.m. on nights preceding a school day.

All teenagers younger than 17 who are employed must obtain a work permit for each job they hold.

C. FEDERAL EMPLOYMENT LAW

In addition to your product knowledge, you must develop familiarity with employment law.

Non-compliance can lead to high costs in lawsuits and fines. As seen below, even with only one employee several laws apply. Most of these laws have record-keeping requirements in addition to operational requirements. The acts passed by Congress are codified in the U.S. Code, and the regulations that provide particulars for implementation first come out in the Federal Register and are then incorporated in the Code of Federal Regulations. Links to all federal laws are available at: <http://www.law.cornell.edu/>.

Federal Employment Law Requirements by Company Size:

One or more employees:

- Fair Labor Standards Act wage and hour provisions
- Child labor laws
- Equal Pay Act
- Employee Polygraph Protection Act
- Employee invention rights
- Immigration Reform and Control Act –Form I-9 Requirement
- Occupational Safety and Health Act (OSHA)
- Hazardous Communications Act (if hazardous materials or chemicals on site)
- Withholding of federal income taxes
- Workers' Compensation Insurance coverage
- Unemployment Insurance coverage
- Withholding of Social Security (FICA) and Medicare.
- Fair Credit Reporting Act
- New hire reporting
- Uniformed Services Employment and Reemployment Rights Act
- National Labor Relations Act
- Civil Rights Acts of 1866 and 1871

Two or more employees covered by a group health plan:

- Health Insurance Portability and Accountability Act (HIPPA)

15 or more employees:

- Title VII of the Civil Rights Act of 1964

- Americans with Disabilities Act
- Pregnancy Discrimination Act

20 or more employees:

- Age Discrimination of Employment Act
- Consolidated Omnibus Budget Reconciliation Act of 1983

50 or more employees:

- Family and Medical Leave Act
- EEO-1 Report (if company is federal contractor/subcontractor with affirmative action requirement)

100 or more employees:

- Worker Adjustment and Retraining Notification Act
- EEO-1 Report required by September 30

Federal Contractors

- Executive Order 11246
- Handicapped AAP
- Veterans AAP
- Vets-100 due by September 30
- Drug Free Workplace Act
- Applicant flow chart
- Section 503 of the Rehabilitation Act of 1973
- Davis-Bacon Act wage and hour provisions of \$2,000
- Copeland Act wage standards for all government contracts, regardless of size
- McNamara-O'Hara Act wage and hour provisions for federal contractors of \$2,500 or more.
- Walsh-Healy Act wage and hour provisions for federal contractors of \$10,000 or more.

D. SMALL BUSINESS REGULATORY COMPLIANCE

In 1996, Congress passed the Small Business Regulatory Enforcement Fairness Act in response to concerns expressed by the small business community that federal regulations were too numerous, complex and expensive to implement. The act was designed to give small businesses assistance in understanding and complying with regulations and a stronger voice in the development of new regulations.

In May 2007, President Bush signed into law the Small Business Compliance Assistance Enhancement Act of 2007. The act proposes to:

- Clarify requirements that agencies would have to meet.
- Ensure that the guides are useful to small businesses and other small entities.
- Clarify the guides should be published simultaneously with the final agency rule or as soon as possible after publication.

- Require agencies to report annually to Congress on how they are meeting the requirements of this act.

COMPLIANCE ASSISTANCE SITES:

Federal Labor Law Posters

<http://www.dol.gov/osbp/sbrefa/poster/matrix.htm>

Alabama Employment Law Posters

http://dir.alabama.gov/docs/doc_type.aspx?id=2

Federal Employment Law

<http://www.dol.gov/compliance/guide/index.htm>

Employee Retirement Income Security (ERISA)

http://www.dol.gov/ebsa/compliance_assistance.html

Government Contracting

http://www.business.gov/topic/Government_Contracting#Guides_and_Handbooks

Equal Employment Opportunity (EEO) Requirements

<http://www.dol.gov/esa/ofccp/TAguides/sbguide.htm>

Occupational Safety and Health Administration (OSHA)

<http://www.osha.gov/dcsp/smallbusiness/benefits.html>

OSHA Publications for Small Business

<http://www.osha.gov/dcsp/smallbusiness/oshapub.html>

OSHA Help for New Businesses

http://www.ehso.com/OSHA_IntroSBS.htm

For OSHA compliance, every small business should know:

- Federal and state regulations (Alabama employers must comply with OSHA)
- Businesses with one or more employee(s) are regulated by OSHA
- Small businesses have fewer record keeping requirements
- Which OSHA standards apply to their business and how OSHA enforces these standards

Small Business Development Centers have partnered with OSHA consultation programs to help small businesses know and comply with safety and health regulatory requirements

Benefits for businesses include protecting the worker, thus decreasing worker's compensation costs and ensuring compliance with OSHA. OSHA penalties could be detrimental to the profits of a small business.

Internal Revenue Service (IRS)

<http://www.irs.gov/businesses/index.html>

IRS compliance for small business includes knowledge of:

- Federal tax regulations
- Basic IRS Requirements - including the impact of regulations on business profitability
- Employment Taxes - provide detailed instructions for filing important tax records
- Record Keeping – in-depth information on how to keep good business records
- Depreciation - helps small businesses understand how to claim deductions for business equipment and vehicles
- IRS enforcement practices - how to comply with tax requirements
- Where to find IRS compliance assistance- by consultation or helpful Web sites

Environmental Protection Agency (EPA)

<http://www.epa.gov/compliance/incentives/smallbusiness/index.html>

Environmental compliance for small businesses includes knowing:

- Federal, state and local regulations may apply
- Compliance is not just for large companies, businesses may be subject to regulations regardless of size
- Businesses may face requirements for material handling, waste disposal, wastewater, storm water, used oil, air emissions, record keeping, training and reporting
- Compliance costs impact operating costs
- Consequences of violations and liability exposures
- Where to find compliance assistance, resources, and services
- Pollution prevention can result in the use of less hazardous materials, enhanced operational efficiency and reduced waste, discharges and emissions.

CHAPTER 8

NEW EMPLOYEE REPORTING REQUIREMENTS

- A. Alabama New Hire Reporting
- B. The I-9 Form

A. ALABAMA NEW HIRE REPORTING REQUIREMENTS

All employers are required to report each newly hired or recalled employee to the Department of Industrial Relations. The information must be furnished within seven days from the date of hire or reemployment. (Employers electing to file magnetically or electronically may transmit twice monthly, not less than 12 days or more than 16 days apart, when required.) Employers who fail to report newly hired or recalled workers may be fined up to \$25 for each violation.

All reports of hire will require the following data: employee's name, address and social security number; first day of work and whether newly hired or recalled to work. Also required are the employer's federal employer identification number, name and address. The information may be provided by report-of-hire card, magnetic media, electronic media or W-4 or other hard copy. The W-4 must be annotated with the date the employee begins work. The W-4, as well as other hard copy reports such as printouts, may be mailed or faxed to the new hire unit. Employers using the report-of-hire card need only furnish employee information, as all required employer information would be pre-printed on the card.

You may contact the Alabama Department of Industrial Relations New-Hire Unit by one of the following:

**MAIL: Alabama Dept. of Industrial Relations
New-Hire Unit
649 Monroe St., Room 2683
Montgomery, Ala. 36131-0378**

**PHONE: 334-353-8491
FAX: 334-242-8956
E-MAIL: newhire@dir.state.al.us**

B. FORM I-9 REQUIREMENTS

The Immigration and Nationality Act requires employers to verify all employees' identity and eligibility to work in the United States. Employers must complete a Form I-9 for all employees, even U.S. citizens. The form must be retained by the employer and may be requested for review by the Bureau of Immigration and Customs Enforcement (formerly the Immigration and Naturalization Service or INS) or during a wage and hour audit by the Department of Labor.

Form I-9 requires the employee to produce documents showing his or her eligibility to work in the United States and the employer to examine those documents. Both must sign Form I-9. The employer then retains the form.

Who must complete an I-9?

- Form I-9s must be completed and retained for all employees hired after Nov. 6, 1986.
- This requirement applies to all employers; there is no minimum number of employees.
- Not covered: casual hires, independent contractors and employees of independent contractors, domestic servants in B-1 status and B-1 trainees on short term training programs.

How and when must the Form I-9 be completed?

- The employer must complete Form I-9 within three business days of hire.
- If the employee cannot produce verification documents within three days, he/she can have up to the 90th day of hire if he/she submits a receipt for an application of replacement documents.
- In Section 2 of Form I-9, the employer must attest that it has examined documents verifying both identity and work eligibility. The I-9 form provides lists of acceptable documents, which duplicates the lists on the I-9 Handbook for Employers.

How long must employers retain the Form I-9?

- Employers must retain the completed I-9 and make it available for inspection by the BICE or the U.S. Department of Labor until the later of three years from the date of hire or one year after termination.
- Employers are advised to have a separate file for I-9 forms for all employees rather than include them in the individual personnel files.

APPENDIX A

Advisors

- A. Accountants
- B. Attorneys
- C. Banks & Credit Unions
- D. Financial Services
- E. Insurance Providers
- F. Investment
- G. Loans
- H. Mortgages

APPENDIX A

Company	AddrLine1	AddrLine2	City	State	Zip	Phone
ACCOUNTANTS						
Bevis Eberhart Browning Walker & Stewart		1521 West Main Street	Dothan	AL	36301	334 793-4883
Carpenter,Wiggins,Jordan,Thomas & Scarborough		2389 West Main Street	Dothan	AL	36301	334 793-6767
Carr, Riggs & Ingram, LLC	2999 Ross Clark Circle, Suite 200	P.O. Box 1190	Dothan	AL	36302	334 677-9774
Ferguson, Sizemore and Associates		1467 Honeysuckle Road	Dothan	AL	36305	334 792-1180
Terry L. Horn, CPA		903 Kent Drive	Dothan	AL	36303	334 794-0319
Jackson Thornton	304 Jamestown Boulevard	P.O. Box 6965	Dothan	AL	36302-6965	334 793-7001
Krietemeyer Accounting, Inc.		1011 Deerpath Road	Dothan	AL	36303	334 794-1738
Don McCleod, CPA, PC	400 West Adams Street	P.O. Box 284	Dothan	AL	36302	334 702-4366
McClintock, Nelson & Associates, CPA's, PC		3646 West Main Street	Dothan	AL	36305	334 793-1414
McDaniel & Associates, PC	101 Executive Park Drive	P.O. Box 6356	Dothan	AL	36302-6356	334 792-2153
Bill E. Mullen, CPA	1645 West Main Street	P.O. Box 602	Dothan	AL	36302-0602	334 793-7903
Oakley, Wright & Hart, PC	1347 West Main Street	P.O. Box 129	Dothan	AL	36302	334 792-7921
ParsonsGroup, LLC	110 Medical Drive	P.O. Box 490	Dothan	AL	36302-0490	334 793-3122
ATTORNEYS						
Dow T. Huskey, Attorney at Law	112 West Adams Street	P.O. Drawer 550	Dothan	AL	36302	334 794-3366
Farmer & Malone, PA		P.O. Box 668	Dothan	AL	36302	334 794-8596
Farmer, Price, Hornsby & Weatherford, LLP	100 Adris Place	P.O. Drawer 2228	Dothan	AL	36302	334 793-2424
Hardwick, Hause, Segrest & Walding	212 North Lena Street	P.O. Box 1469	Dothan	AL	36302-1469	334 794-4144
Johnston, Hinesley, Flowers, Clenney & Turner	291 North Oates Street	P.O. Box 2246	Dothan	AL	36302-2246	334 793-1115
Lee & McInish, PC	238 West Main Street	P.O. Box 1665	Dothan	AL	36302-1665	334 792-4156
Lewis, Brackin, Flowers & Johnson	265 West Main Street	P.O. Box 1165	Dothan	AL	36302-1165	334 792-5157
Ludlum Law Offices, LLC	1752 Whatley Drive (Adris Exec. Ctr.)	P.O. Box 8125	Dothan	AL	36304	334 677-3929
Prim & Mendheim, LLC	207 West Adams Street	P.O. Box 2147	Dothan	AL	36302	334 671-9555
Ramsey, Baxley & McDougale	212 West Troy Street	P.O. Box 1486	Dothan	AL	36302-1486	334 793-6550
Sherrer & Jones, PC		335 West Main Street	Dothan	AL	36301	334 678-0100
BANKS & CREDIT UNIONS						
Army Aviation Center Federal Credit Union		2525 South Park Avenue	Dothan	AL	36301	334 712-9494
BB&T	1962 West Main Street	P.O. Box 6886	Dothan	AL	36302-6886	334 794-1988
BBVA Compass Bank		1263 West Main Street	Dothan	AL	36301	334 712-7000
BBVA Compass Bank		2936 Montgomery Highway	Dothan	AL	36303	334 712-7025

APPENDIX A

Company	AddrLine1	AddrLine2	City	State	Zip	Phone	
BBVA Compass Bank		2872 West Main Street	Dothan	AL	36305	334	712-7000
Community Bank and Trust (CB&T)		3680 West Main Street	Dothan	AL	36305	334	702-9382
Community Bank and Trust (CB&T)	Dothan Pavilion	4355 Montgomery Highway	Dothan	AL	36303	334	792-6222
Five Star Credit Union		411 North Foster Street	Dothan	AL	36303	334	793-7714
Friend Bank		3105 Ross Clark Circle	Dothan	AL	36303	334	792-2550
MidSouth Bank, NA	2526 West Main Street	P.O. Box 8743	Dothan	AL	36304	334	702-7774
MidSouth Bank, NA - Northside Branch		3776 Montgomery Hwy	Dothan	AL	36303	334	699-7776
MidSouth Bank, NA - Southside Branch		2224 Ross Clark Circle	Dothan	AL	36301	334	699-7774
MidSouth Bank, NA - Westside Branch		4015 West Main Street	Dothan	AL	36305	334	699-7775
PeoplesSouth Bank	109 East Church Street	P.O. Box 459	Columbia	AL	36319-0459	334	696-4431
PeoplesSouth Bank	2926 Ross Clark Circle	P.O. Box 8305	Dothan	AL	36304-8305	334	793-3909
PeoplesSouth Bank		617 East Church Street	Headland	AL	36345	334	693-2120
PeoplesSouth Bank	2861 John D. Odom Road	P.O. Box 8038	Dothan	AL	36304	334	983-3440
Regions Bank	3201 Ross Clark Circle	P.O. Box 6507	Dothan	AL	36302-6507	334	677-2400
ServisFirst Bank	4801 West Main Street	P.O. Box 6456	Dothan	AL	36302	334	340-4300
SunSouth Bank	108 Jamestown Boulevard	P.O. Box 1910	Dothan	AL	36302	334	677-4411
Trinity Bank		3850 West Main Street, Suite 1000	Dothan	AL	36305	334	702-2265
Tyndall Federal Credit Union		3116 Ross Clark Circle	Dothan	AL	36303	334	792-3306
Wachovia Bank, NA		2999 Ross Clark Circle	Dothan	AL	36301	334	793-0700
Wiregrass Federal Credit Union	326 Honeysuckle Road	P.O. Box 216	Dothan	AL	36302-0216	334	793-3667
FINANCIAL SERVICES & PLANNING							
CapSouth Partners		2216 West Main Street	Dothan	AL	36301	334	673-8600
Closson, Gardner & Vinson		1669 West Main Street	Dothan	AL	36301	334	702-4932
The Daughtry Group		2543 Ross Clark Circle, Suite 1	Dothan	AL	36301	334	699-3075
Espy Financial Services	6501 U.S. Highway 431 North	P.O. Box 2111	Dothan	AL	36302	334	793-5569
Hara Financial Services, LLC		256 Honeysuckle Road, Suite 21	Dothan	AL	36305	334	702-4877
Main Place Financial Group		1609 West Main Street, Suite 203	Dothan	AL	36301	334	793-4322
Merrill Lynch	4801 West Main Street, Suite 1	P.O. Drawer 6136	Dothan	AL	36302-6136	334	793-6960
N.D. Perreault Financial Management Service	111 Adris Place, Suite 3	P.O. Box 6288	Dothan	AL	36302-6288	334	793-3336
Primerica Financial Services		304 Candy Drive	Enterprise	AL	36330	334	477-3874
Primerica Financial Services		2266 Montgomery Highway, Suite 1	Dothan	AL	36303	334	794-0200

APPENDIX A

Company	AddrLine1	AddrLine2	City	State	Zip	Phone	
Southern Financial Group		121 Hidden Glen Way	Dothan	AL	36303	334	699-4036
Strategic Investment Partners		306 Regency Court, Suite 2	Dothan	AL	36305	334	836-3054
Wachovia Securities Financial Network		256 Honeysuckle Road, Suite 25	Dothan	AL	36305	334	671-9393
INSURANCE							
AFLAC		P.O. Box 9981	Dothan	AL	36304	334	702-1293
Andrew Anderson Allstate Insurance		936 West Carroll Street, Suite 1	Dothan	AL	36301	334	792-4407
Diane Beech Allstate Insurance		1865 South Brannon Stand Road, Suite 3	Dothan	AL	36305	334	678-6500
Don Harrison Allstate Insurance		1560 Hartford Highway	Dothan	AL	36301	334	792-0030
Blue Cross and Blue Shield of Alabama		P.O. Box 130	Dothan	AL	36302-0130	334	712-9056
Colonial Life		256 Honeysuckle Road, Suite 20	Dothan	AL	36305	334	702-7388
Lonnie Correll Insurance Agency	294 West Main Street, Suite 102	P.O. Box 987	Dothan	AL	36302-0987	334	794-9026
Federated Insurance Company, Webb Speigner		P.O. Box 9232	Dothan	AL	36304	334	792-8144
Flowers Insurance Agency, LLC	2501 West Main Street, Suite 500	P.O. Box 368	Dothan	AL	36302-0368	334	794-8646
Humana		107 T.V. Road	Dothan	AL	36301	334	792-0929
Insurance Center of the Southeast, Inc.	1296 Westgate Parkway	P.O. Box 6986	Dothan	AL	36302-6986	334	793-0014
Plus, Inc. dba Garner Insurance Agency	3927 Montgomery Highway	P.O. Box 1666	Dothan	AL	36302-1666	334	794-4181
Slingluff United Insurance	568 South Oates Street	P.O. Box 6947	Dothan	AL	36302-6947	334	792-5101
Solomon Insurance		P.O. Box 1248	Dothan	AL	36302	334	793-2680
Southeast Insurance Agency, LLC	751 Flightline Drive	P.O. Box 9044	Dothan	AL	36304	334	556-0449
June English State Farm Insurance		2565 Fortner Street	Dothan	AL	36305	334	792-4183
R. Grimmer State Farm Insurance	3124 West Main Street, Suite 2	P.O. Box 786	Dothan	AL	36302-0786	334	793-6241
Roni Holley State Farm Insurance		2643 Montgomery Highway, Suite 4	Dothan	AL	36303	334	793-6666
Jason Ketchum State Farm Insurance		3246 Montgomery Highway, Suite 101	Dothan	AL	36303	334	792-2189
Gene McGriff State Farm Insurance	2948 Ross Clark Circle	P.O. Box 1185	Dothan	AL	36302-1185	334	793-7618
Velma Tribue State Farm Insurance	2385 South Oates Street	P.O. Box 1167	Dothan	AL	36302-1167	334	793-8222
Otto Voellinger State Farm Insurance	2603 Choctaw Street	P.O. Box 1031	Dothan	AL	36302-1031	334	793-6396
Wiregrass Preferred Insurance, Inc. dba GEICO	4177 Montgomery Highway, Suite 1	648 Boll Weevil Circle	Enterprise	AL	36330	334	793-0119
INVESTMENTS - REAL ESTATE							
DPM		186 Belmont Drive	Dothan	AL	36305	334	793-7117
Summit Investments	819 West Main Street	P.O. Box 6914	Dothan	AL	36302	334	793-4139
Victor Enterprises, Inc.	1114 West Main Street	P.O. Drawer 1063	Dothan	AL	36302	334	794-8094

APPENDIX A

Company	AddrLine1	AddrLine2	City	State	Zip	Phone
LOANS						
ACA Financial Services, Inc.	890 West Main Street, Suite 2	P.O. Box 6812	Dothan	AL	36302	334 794-9268
First South Farm Credit	1434 South Union Avenue	P.O. Box 1069	Ozark	AL	36361	334 774-2666
MORTGAGES						
Army Aviation Center Federal Credit Union		2462 Montgomery Highway	Dothan	AL	36303	334 617-1890
Army Aviation Center Federal Credit Union		123 Woodburn Drive	Dothan	AL	36305	334 793-2153
Army Aviation Center Federal Credit Union		2525 South Park Avenue	Dothan	AL	36301	334 712-9494
BBVA Compass Bank		2872 West Main Street	Dothan	AL	36305	334 712-7000
MortgageAmerica, Inc.		3230 Ross Clark Circle, Suite 1	Dothan	AL	36303	334 712-9170
Regions Bank	3201 Ross Clark Circle	P.O. Box 6507	Dothan	AL	36302-6507	334 677-2400
Seniors Reverse Mortgage		104 Bristol Court	Dothan	AL	36303	334 718-9501



**Dothan Area
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