ACKNOWLEDGEMENTS

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For additional counseling and guidance for starting a business in Central and Northwest Connecticut, contact:

Northwest Connecticut SCORE
www.northwestconnecticut.score.org

In partnership with

Central Connecticut Chambers of Commerce
Northwest Connecticut Chamber of Commerce
440 North Main Street
333 Kennedy Drive
Bristol, CT 06010
Torrington, CT 06790
860-584-4718
860-482-6586

Entrepreneurial Center of Northwest Connecticut
56 Park Place East
Winsted, CT 06098
860-738-6444

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Cover picture: COUNTRYSIDE PIZZA & RESTAURANT, 521 Burlington Rd., Harwinton, CT 06791
(860) 485-1462
facebook.com/countrysidect
I. INTRODUCTION

Since becoming a SCORE Chapter in March of 2007, we of Northwest Connecticut SCORE have counseled over 2,500 existing and prospective small businesses regarding a wide range of business issues. Approximately 60 percent of those counseled have sought information and guidance on how to start a small business, from simple issues like obtaining a state tax number to the more complex issues of obtaining financing.

What this is and what it’s not.

This guide covers many of the technical aspects of starting a business, like obtaining permits, tax number, obtaining financing, etc. What it is not is a guide to how to assess whether the venture makes any sense or has a decent probability for success. We will address all the things that go into a business plan such as describing how the business will operate, whether there is a market for the product or service, or projected financial return.

Many of the questions posed to our SCORE counselors are similar in nature and can be answered by referring to an appropriate document, state or local agency, or website. The purpose of this booklet is to summarize information that responds to some of the most frequently asked questions by those seeking assistance from the Northwest Connecticut SCORE Chapter members.

This guide focuses on six areas that seem to recur in our SCORE counseling.

1. Necessary steps in starting a small business.
2. Choosing a legal structure (sole proprietor, LLC., corporation, etc.)
3. Issues relating to starting a home based business.
4. Forming a not-for-profit organization.
5. Obtaining financing.
6. Preparing a business plan.

An important purpose of this guide is to point the reader to resources available in the public domain for answering the most common issues brought to our counselors. Not covered are the many proprietary aids that are available for a fee, such as the many software packages for writing business plans and the assistance of attorneys, accountants, and professionals who consult in these areas. It is not the intent to provide the reader with a business plan, a legal structure for the business, or market research analyses. It is meant as a guide for pointing the reader to some of the resources available to help make important decisions when starting a business.
Included in this booklet are outlines for those considering starting a business in Northwest and Central Connecticut. The purpose of this guide is to help those in the regions covered by the Northwest Connecticut SCORE Chapter to more easily focus on the key aspects of starting a small business in this area. The specific towns included are the towns covered by the Northwest Connecticut Chamber of Commerce in Torrington and the Central Connecticut Chambers of Commerce in Bristol.

Most of the topics covered in this guide are covered in more detail in the book “STARTING A SMALL BUSINESS IN CONNECTICUT” published by Community Accounting Services, Inc. (CAS). We strongly recommend that anyone considering starting a small business in Connecticut obtain a copy. It is available at their website www.communityaccountingaid.homestead.com under Publications. Copies are also available at some of the libraries in the region, including Litchfield, Farmington, Harwinton and Winsted.

What we hope to do in this guide is to help those we counsel to focus on the key aspects of starting a business in the regions served by the Bristol and the Northwest Connecticut Chambers of Commerce and to point to the resources that help respond to the issues we see most frequently. We plan to update this guide regularly as the business environment changes and grows.

Web and Internet Considerations

One of the most important issues in today’s business environment is the use of the internet for websites and social networking. This is a topic of importance in running your business but not necessarily part of your startup (unless you are planning an internet based business). Rather than repeat information that is readily publically available, the reader is referred to a 36 page detailed introduction in Chapter 15 of the book “STARTING A SMALL BUSINESS IN CONNECTICUT” mentioned above. The chapter, entitled “Web Commerce for Entrepreneurs” is updated regularly and available for downloading at the CAS website under Publications then View our web Commerce Chapter. A downloadable PDF version will appear.

NOTE: The information contained in this guide is accurate to the best of our knowledge at the time of printing. Since we live in a dynamic environment where telephone numbers, websites, and even agencies can change as agencies reorganize, websites improve, and laws and regulations change. Some of the information may become obsolete over time. Hopefully, the dedicated reader will be able to adapt to the changes and follow the resources as they upgrade and evolve.
II. CHECKLIST FOR STARTING A BUSINESS

RESOURCES

Before setting out to start your business, there are several resources that we strongly recommend.

1. Book - “STARTING A SMALL BUSINESS IN CONNECTICUT” published by Community Accounting Services, Inc. (CAS) as mentioned on page 2.

2. The Office of the Connecticut Secretary of State, www.sots.ct.gov has an excellent startup guide that takes you through the steps of starting a business in Connecticut. On the home page under Business Services click on “Business Startup Tool”.


4. The CONNECTICUT ECONOMIC RESOURCE CENTER, has been incorporated into www.AdvanceCT.org. This site provides comprehensive advice and information about starting and running your specific type of business. It identifies further sources of information on almost every resource available in Connecticut. A help line is at 1-800-392-2122. Their central phone number is 1-860-571-7136.

5. The Connecticut District Office of the U.S. Small Business Administration ("SBA") annual publication "Connecticut Small Business Resource." Copies can be obtained from your local SCORE counselor or directly from the SBA at 1-860-240-4700. Also downloadable from their website www.sba.gov/ct under Business Guide are a wide range of resources for business startups.


7. The SCORE® website www.score.org also has a comprehensive set of resources available to assist the prospective and current business owner.
THE BASIC STEPS

NOTE! Depending on the legal structure you choose, the sequence of steps may vary depending upon the rules of the government agencies involved. For a comprehensive step-by-step guide, go to the Connecticut Secretary of State website as indicated in item 2. On the resource list on page 3, the Business Startup Tool.

For every type of business!

- All business types should check with their Town/City Clerk and town Zoning Office for local regulations. Every town has its own set of rules, and what is permitted in some towns is illegal in others. Also, rules differ within a town or city depending on where the business is located. This is especially important for home based businesses. Table 1, SELECTED CITY/TOWN DIRECTORY on page 7 lists phone numbers for Town Clerks and Zoning/Land Use officials in selected towns and cities. (To access all Connecticut city/town websites, go to http://portal.ct.gov/Government/Cities-and-Towns”).

NOTE: Depending on the type of business and the legal structure you choose, you may be required to sequence your steps differently and may be required to file other state licenses, registrations or permits in addition to those mentioned below.

Step 1. Decide upon and set up the legal structure of the business.

Because many of the registrations needed to start a business in Connecticut require that you have an official name, choosing the legal form is important as a first step. Otherwise, you may have to re-register if you change the name later and incur more registration fees. (A summary of choices for a legal structure for your business is covered in a subsequent section IV. CHOOSING A LEGAL STRUCTURE. As appropriate, register the company with the Connecticut Secretary of State, website at www.sots.ct.gov.

For example, if you choose to name the company "Mystery Meatballs" and later decide to be a corporation or a Limited Liability Company, your legal name will be either "Mystery Meatballs, Inc." or "Mystery Meatballs, LLC."

Step 2. File a Trade Name Certificate with the Town/City Clerk.

Check whether LLC, Inc. or other designation is required to be part of the business name. See TABLE 1, SELECTED CITY/TOWN DIRECTORY on Page 7 for contact phone numbers.

Every business in Connecticut must have a state tax number. Your business may be liable for collecting sales tax, and if you have employees, state withholding may be required. Check to see if the business will be liable for other state taxes.

**Step 4. Obtain an Employer Identification number (EIN) from the IRS if required. This is required if there are employees, if you are a non-profit, or in some other situations. Check with the IRS.**


**Step 5. Check local health department regulations for your business.**

Permits and inspections are required for restaurants and businesses dealing in food. Table 2 on page 8 lists the local health departments for the cities and towns covered by this document.

**Step 6. Obtain required licenses.** Go to [www.AdvanceCT.org](http://www.AdvanceCT.org) for information.

**Step 7. Insurance**

All businesses should determine what kind of insurance is needed. Business liability insurance is usually vital, and key member life insurance should be investigated. Confer with a commercial insurance broker.

Note for Home Based Businesses - your homeowner’s policy generally does not cover liability for business activities in the home or the loss of business property and equipment. Check with your insurance company for appropriate riders and supplemental business coverage.

**OTHER:** If you have employees, you will have to provide Workers Compensation and Unemployment Insurance. Contact

For **Workers Compensation** – Connecticut Workers Compensation Commission [www.wcc.state.ct.us](http://www.wcc.state.ct.us) or 1-800-223-9675

CHECKLIST FOR STARTING A BUSINESS  
(BASIC)

<table>
<thead>
<tr>
<th>ITEM</th>
<th>REQUIRED</th>
<th>NOT REQUIRED</th>
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<tbody>
<tr>
<td>CHOOSE LEGAL STRUCTURE</td>
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<tr>
<td>FILE TRADE NAME WITH TOWN/CITY</td>
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<td></td>
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<tr>
<td>REGISTER WITH SECRETARY OF STATE</td>
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<td></td>
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<tr>
<td>STATE TAX REGISTRATION NUMBER/ID</td>
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<td></td>
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<tr>
<td>STATE UNEMPLOYMENT TAX NUMBER</td>
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<tr>
<td>FEDERAL EMPLOYER ID NUMBER</td>
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<tr>
<td>CHECK LOCAL ZONING REGULATIONS</td>
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<tr>
<td>CHECK HEALTH DEPARTMENT RULES</td>
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<td></td>
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<tr>
<td>OBTAIN REQUIRED LICENSE(S)</td>
<td></td>
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<tr>
<td>OBTAIN BUSINESS INSURANCE</td>
<td></td>
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</tbody>
</table>

UNDER CERTAIN CIRCUMSTANCES, ADDITIONAL STEPS MAY BE NECESSARY.

EXAMPLES:  
Partnership agreements  
Corporate By-Laws
### TABLE 1
**SELECTED CITY/TOWN DIRECTORY**

<table>
<thead>
<tr>
<th>CITY/TOWN</th>
<th>TOWN CLERK</th>
<th>LAND USE</th>
<th>WEBSITE</th>
</tr>
</thead>
<tbody>
<tr>
<td>BARKHAMSTED</td>
<td>860-379-8665</td>
<td>860-379-1314</td>
<td>barkhamsted.us</td>
</tr>
<tr>
<td>BRISTOL</td>
<td>860-584-6200</td>
<td>860-584-6225</td>
<td>ci.bristol.ct.us</td>
</tr>
<tr>
<td>BURLINGTON</td>
<td>860-673-6789 x2</td>
<td>860-673-6789 x6</td>
<td>burlingtonct.us</td>
</tr>
<tr>
<td>CANAAN (FALLS VILLAGE)</td>
<td>860-824-0707x10</td>
<td>860-248-0802</td>
<td>canaanfallsvillage.org</td>
</tr>
<tr>
<td>COLEBROOK</td>
<td>860-379-3359 x213</td>
<td>860-379-3359 x209</td>
<td>townofcolebrook.org</td>
</tr>
<tr>
<td>CORNWALL</td>
<td>860-672-2709</td>
<td>860-672-4957</td>
<td>cornwallec.org</td>
</tr>
<tr>
<td>FARMINGTON</td>
<td>860-675-2380</td>
<td>860-675-2325</td>
<td>farmington-ct.org</td>
</tr>
<tr>
<td>GOSHEN</td>
<td>860-491-3647</td>
<td>860-491-2308 x232</td>
<td>goshenct.gov</td>
</tr>
<tr>
<td>HARTLAND</td>
<td>860-653-0285</td>
<td>860-844-5318</td>
<td>hartlandct.org</td>
</tr>
<tr>
<td>HARWINTON</td>
<td>860-485-9613</td>
<td>860-485-2784</td>
<td>harwinton.us</td>
</tr>
<tr>
<td>KENT</td>
<td>860-927-3433</td>
<td>860-927-4625</td>
<td>townofkentct.org</td>
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<tr>
<td>LITCHFIELD</td>
<td>860-567-7561</td>
<td>860-567-7565</td>
<td>townoflitchfield.org</td>
</tr>
<tr>
<td>MORRIS</td>
<td>860-567-7433</td>
<td>860-567-6097</td>
<td>townofmorrisct.com</td>
</tr>
<tr>
<td>NEW HARTFORD</td>
<td>860-379-5037</td>
<td>860-379-7677</td>
<td>town.new-hartford.ct.us</td>
</tr>
<tr>
<td>NORFOLK</td>
<td>860-542-5679</td>
<td>860-542-6804</td>
<td>norfolkct.org</td>
</tr>
<tr>
<td>NORTH CANAAN (CANAAN)</td>
<td>860-824-7313x106</td>
<td>860-824-7313 x192</td>
<td>northcanaan.org</td>
</tr>
<tr>
<td>PLAINVILLE</td>
<td>860-793-0221</td>
<td>860-793-0221 x213</td>
<td>plainvillect.com</td>
</tr>
<tr>
<td>PLYMOUTH (TERRYVILLE)</td>
<td>860-585-4039</td>
<td>860-585-4043</td>
<td>plymouthct.us</td>
</tr>
<tr>
<td>SALISBURY (LAKEVILLE)</td>
<td>860-435-5182</td>
<td>860-435-5190</td>
<td>salisburyct.us</td>
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<tr>
<td>SHARON</td>
<td>860-364-5224</td>
<td>860-364-0909</td>
<td>sharonct.org</td>
</tr>
<tr>
<td>SOUTHINGTON</td>
<td>860-276-6211</td>
<td>860-276-6250</td>
<td>southington.org</td>
</tr>
<tr>
<td>THOMASTON</td>
<td>860-283-4141</td>
<td>860-283-8411</td>
<td>thomastonct.org</td>
</tr>
<tr>
<td>TORRINGTON</td>
<td>860-489-2241</td>
<td>860-489-2220</td>
<td>torringtonct.org</td>
</tr>
<tr>
<td>WARREN</td>
<td>860-868-7881 x101</td>
<td>860-868-7881x117</td>
<td>warrenct.org</td>
</tr>
<tr>
<td>WASHINGTON</td>
<td>860-868-2786</td>
<td>860-868-0423</td>
<td>washingtonct.org</td>
</tr>
<tr>
<td>WINCHESTER (WINSTED)</td>
<td>860-738-6963</td>
<td>860-379-2713</td>
<td>townofwinchester.org</td>
</tr>
<tr>
<td>WOLCOTT</td>
<td>203-879-8100</td>
<td>203-879-8100</td>
<td>wolcottec.org</td>
</tr>
</tbody>
</table>

**Note:** Numbers listed as of February 1, 2020

If person responding on Zoning/Land Use number is wrong person, go to Town Clerk and ask for correct number.

TABLE 2

PUBLIC HEALTH AGENCIES

Some of the towns and cities have their own health department function. Many more belong to a Health District along with other towns. The following are the arrangements in the towns covered by this guide.

<table>
<thead>
<tr>
<th>Torrington Area Health District</th>
<th>Bethlehem</th>
<th>Litchfield</th>
<th>Salisbury</th>
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<tbody>
<tr>
<td>350 Main Street</td>
<td>Canaan</td>
<td>Middlebury</td>
<td>Thomaston</td>
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<tr>
<td>Torrington, CT 06790</td>
<td>Cornwall</td>
<td>Morris</td>
<td>Torrington</td>
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<tr>
<td>860-489-0436</td>
<td>Goshen</td>
<td>Norfolk</td>
<td>Warren</td>
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<td></td>
<td>Harwinton</td>
<td>North Canaan</td>
<td>Watertown</td>
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<td></td>
<td>Kent</td>
<td>Plymouth</td>
<td>Winsted</td>
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<td></td>
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<tr>
<td>Bristol-Burlington Health District</td>
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<tr>
<td>240 Stafford Avenue</td>
<td>Bristol</td>
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<tr>
<td>Bristol, CT 06010</td>
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<tr>
<td>860-584-7682</td>
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<td></td>
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<tr>
<td><a href="http://www.bbhd.org">www.bbhd.org</a></td>
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<tr>
<td>Farmington Valley Health District</td>
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<tr>
<td>95 River Road, Suite C</td>
<td>Barkhamsted</td>
<td>Colebrook</td>
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<tr>
<td>Canton, CT 06019</td>
<td>Farmington</td>
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<tr>
<td>860-352-2333</td>
<td>New Hartford</td>
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<td><a href="http://www.fvhd.org">www.fvhd.org</a></td>
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<td>CHESPROCOTT Health District</td>
<td>Wolcott</td>
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<tr>
<td>1247 Highland Avenue</td>
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<tr>
<td>Cheshire, CT 06410</td>
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<td>203-272-2761</td>
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<td><a href="http://www.chesprocott.org">www.chesprocott.org</a></td>
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<tr>
<td>Plainville – Southington Regional Health District</td>
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<td>196 North Main Street, Southington, CT 06489</td>
<td>Plainville</td>
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<td>860-276-6175</td>
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<td><a href="http://www.pshd.org">www.pshd.org</a></td>
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</tbody>
</table>

TOWNS WITH OWN HEALTH DEPARTMENT
Sharon 860-364-9397   Washington 860-686-0423
STARTING A SMALL BUSINESS
IN NORTHWEST CONNECTICUT

III. STARTING A HOME BASED BUSINESS

BACKGROUND

It is estimated that approximately 40 percent of the small businesses in Litchfield County are home based. The 2010 census estimated the number to be around 8,000. The trend is upward.

One issue facing the entrepreneur starting a home based business in Connecticut is that each city and town has different rules regarding what types of businesses are allowed in residences, what permits and fees are required, what activities can occur on the premises, how many and what family relationship employees in the home are allowed, whether and what types of signage is allowed, etc., etc., etc.

It is especially important to determine what your city or town rules are!

In a survey of 24 cities and towns in the Northwest Connecticut area performed by the Town of Harwinton Economic Development Commission in 2015 regarding the zoning regulations for home based businesses, the following was discovered.

1. Rules vary from town to town with very little consistency.

2. Typical constraints are:
   - Constraints on outside appearance and signs.
   - Limits on the number of customers allowed in the home.
   - Limits on the number and relationship of employees in the home.
   - Limits on what can be sold on the premises.
   - Parking restrictions.
   - Limits on the % of floor space than can be used for the business.
   - Restrictions on outbuilding use.

3. Enforcement varies from town to town.

Another important issue is the necessity of separating the business activities from routine family activities. In addition, separating the business part of the home from the living areas is important for tax reasons.

Some issues that starting a home based business that should be considered in addition to those covered in Section II are as follows.
IS HOME THE RIGHT PLACE?

- Can you operate the business alone with little help?
- Do you have to have contact with your customers?
- Is the location such that distributors, sales staff, clients, and others can reach it easily?
- Can the business really be operated from the home?
- Do you have separate spaces for storage, records, isolation, parking, etc.?
- Can your business in a home compete?
- Can you work interrupted by family, neighbors, friends, household eruptions, etc.
- Can you work alone?

INSURANCE

▶ YOU WILL NEED SEPARATE INSURANCE FOR YOUR BUSINESS! TOO OFTEN IT IS ASSUMED THAT HOMEOWNERS INSURANCE IS SUFFICIENT!

Homeowners or renters insurance generally does not cover business assets or activities. Business liability is not covered by homeowners liability insurance.

It is important to check with a commercial insurance broker or agent to obtain proper coverage. Depending on what type of business you are contemplating, these are some insurance options.

1. **Homeowner's Policy endorsement** to cover business equipment and liability for customers and delivery people.

2. **In Home business policy.** Can include equipment and liability as above along with Protection for loss of income, extra expenses, and product or services liability.

3. **Business owner's policy** especially if your business is in more than one location.

**If you have employees** you will also have to get workers compensation and unemployment insurance.
TAX CONSIDERATIONS

Standard business taxes apply to home based businesses just like any other business. Items that are sometimes overlooked or not understood include:

- There will be property taxes on all the business equipment and real assets of the business. (Your town assessor will be notified by the State Department of Revenue Services of the existence of your business.)

- Deductions for expenses related to the use of the house must follow strict IRS rules.

IRS CONSIDERATIONS

(SEE IRS Publication 587, BUSINESS USE OF YOUR HOME)

- The IRS specifies that a home-based business must have its own location away from the family living space that is devoted exclusively to the business.

- The business must be in regular operations, profits must exceed expenses in order to claim deductions, the business must be conducted almost exclusively in the home, and the motive must be profit (no expensing hobbies).

- To be safe, plan to have dedicated computers, telephone lines, copiers, FAX, and other business equipment separate from that used by the family. (Don’t claim the kitchen table even if you work at it occasionally)
AVERAGE START – UP COSTS  $10,000

EXAMPLES

LOCAL FEES AND PERMITS  BOOKKEEPING/ACCOUNTANT
LLC/INCORPORATION  ASSOCIATION/TRADE GROUP DUES
LEGAL FEES  INVENTORY
INSURANCE  ADVERTISING
OFFICE FURNITURE  BUSINESS CARDS
PHONE/FAX/INTERNET  BROCHURES
COPIER  OFFICE SUPPLIES
COMPUTER AND SOFTWARE  POSTAGE
MEETING SPACE RENTAL  DELIVERY (FedEx, ETC.)
WEBSITE COSTS  TRAVEL/MILEAGE

This is for the office costs. Depending on the business, additional costs might include vehicles, inventory, etc.
STARTING A SMALL BUSINESS
IN NORTHWEST CONNECTICUT

IV. CHOOSING A LEGAL STRUCTURE

BACKGROUND

Choosing a legal structure for your business is an important step in the startup phase. There are several choices, each with advantages and disadvantages depending on the individual circumstances. Two key factors are the ownership structure and the issue of exposure to liability; is the owner personally liable or is only the company liable?

A concise summary of this topic is found in the book "STARTING A SMALL BUSINESS IN CONNECTICUT" noted in Section II on page 2. Refer to Chapter 5, "Legal Aspects of Starting a Business" for a more thorough comparison of the legal and tax implications for each structure.

NOTE: The following is not meant to recommend any specific type of organization nor does it offer any legal interpretations. The purpose is to inform the reader of the options available for those starting a business and to provide some sources of information for the prospective business owner to evaluate pertinent options.

ORGANIZATION TYPES

There are essentially eight basic organizational types for businesses.

A. Liability Extends to the Owners.

1. Sole Proprietor. The owner and the business are the same entity. The owner shares the profits or losses and assumes personally all the risks.

2. Partnership. The ownership is shared among the partners personally as are the profits or losses and any liabilities.

B. Limited Liability Organizations. These organizations are separate legal entities from their owners.

3. Single Member Limited Liability Company (SMLLC). This has the tax advantages of a sole proprietor but has the benefits of limited liability for the owner.
4. **Limited Partnership (LP).** This allows some partners to limit their liabilities to the amount of their capital contribution.

5. **Limited Liability Partnership (LLP).** This is a type of partnership that gives the owners liability protection in most circumstances. All partners have rights of management. This is common for professional practices such as medicine and law.

6. **Limited Liability Company (LLC).** This is an organization that offers partners (more than one owner) benefits similar to that of the Single Member Limited Liability Company.

7. **Corporations.** There are two basic kinds of corporations, "C" and "S". Both have shareholders who own the business which is a separate legal entity. Shareholders have limited personal liability for business obligations, both financial and legal.

    7a. **"C" Corporations** pay federal and state income taxes on their earnings as a separate entity. The profits after taxes are distributed to the shareholders as dividends which are taxed again as shareholder personal income.

    7b. **"S" Corporations** have the same legal benefits as "C" corporations. However, "S" corporations do not have to pay federal income taxes. The shareholders pay taxes on their share of the corporation's earnings as personal income. Connecticut has special rules for taxing "S" corporations.

**CHOOSING A STRUCTURE**

The most common types for start-up small businesses are sole proprietor, partnership, LLC or "S" and "C" corporations. There is no best choice for all businesses and ownership circumstances. It is recommended that prospective business owners familiarize themselves with the options available and choose the form that best meets their individual needs.

Once the choice has been made, forming the business may or may not require professional assistance. Whether this assistance is needed depends upon the individual's own expertise and other circumstances. Some legal structures merely involve filing the required forms with the appropriate agency. Others may involve complex legal documents such as a partnership agreement, articles of incorporation, etc., that may require professional assistance.
Sources of Information

The following are selected resources for information regarding business legal structures that have been helpful in recent SCORE counseling situations. Others may be found reviewing library references and on the internet. The following list does not indicate any particular order of completeness or accuracy.

- The CONNECTICUT ECONOMIC RESOURCE CENTER, has been incorporated into www.AdvanceCT.org. This site provides comprehensive advice and information about starting and running your specific type of business. It identifies further sources of information on almost every resource available in Connecticut. A help line is at 1-800-392-2122. Their central phone number is 1-860-571-7136.

- Chapter 5 in "STARTING A SMALL BUSINESS IN CONNECTICUT", referenced on page 2, “Legal Aspects of Starting a Business”, has an excellent presentation of the advantages and disadvantages of the various options.


- Consult an accountant or attorney in your area that specializes in business formation. Get references from either
  - the local Chamber of Commerce:
    Northwest Connecticut Chamber of Commerce 860-482-6586
    Central Connecticut Chambers of Commerce 860-584-4718
  - the State Bar Association at www.ctbar.org click on “Find a Lawyer” on the home page..
  - the Connecticut Society of Certified Public Accountants at www.ctpas.org. Click on Find a CPA on their home page.

- Check with the Connecticut Secretary of State at www.sots.ct.gov and the Connecticut State Department of Revenue Services at www.ct.gov/drs.

- Check with the Internal Revenue Service at www.irs.gov.

Once you have decided on a structure, file the appropriate forms with the appropriate agencies.
V. FORMING A NOT-FOR-PROFIT ORGANIZATION

BACKGROUND

Forming a not-for-profit organization is allowed under Section 501(c) of the Internal Revenue code and must follow some strict guidelines. There are two general categories of not-for profits.

Section 501(c)(3) organizations include those that benefit the general public formed for charitable, literary, educational, religious, scientific, product safety and other such purposes. These can receive tax deductible contributions under most circumstances.

Other Section 501(c) organizations can be tax exempt other than receiving tax deductible charitable contributions. These include such organizations as labor organizations, chambers of commerce, social clubs and employee associations.

NOTE: The reader is referred to the following sources of information for a complete coverage of the process for starting a not-for profit enterprise. The purpose of this document is to alert the reader to some key aspects and not to repeat or paraphrase already existing documentation.

1. A concise summary of this topic is found in the book "STARTING A SMALL BUSINESS IN CONNECTICUT" as noted on page 2. Refer to Chapter 14, "Starting a Not-For-Profit Organization" for a relatively thorough discussion of the legal and tax implications for this option.

2. Refer to IRS Publication 557, "TAX-EXEMPT STATUS FOR YOUR ORGANIZATION", and IRS Publication 4220, "APPLYING FOR 501(c)3 TAX-EXEMPT STATUS". Both publications can be downloaded from the internet from www.irs.gov under the "Charities & Nonprofits" page along with other useful information.

NOTE: The following is not meant to recommend any specific type of non-profit organization nor does it offer any legal interpretations. The purpose is to inform the reader of some of the options available for those starting a business and to provide some sources of information for the prospective business owners to evaluate pertinent options.
START-UP STEPS FOR NOT-FOR PROFIT ORGANIZATIONS

1. Develop a Charter. This is a document that defines the organization, also known as a constitution or articles of incorporation, usually prepared by an attorney experienced in setting up not-for profit organizations. Detailed guidance for preparing the charter is found in IRS Publication No. 557, "Tax-Exempt Status for Your Organization," In order to be granted tax-exempt status by the IRS, the Charter must include the following;

- A Mission Statement that clearly and succinctly defines why the organization will exist. Along with a statement of the goals, it includes a description of what activities the organization will carry out to accomplish those goals.

- Use of Funds - private individuals must specifically be prohibited from benefiting from the net earnings (or "surplus") of the organization.

- Limits of Power - the organization is limited to tax-exempt activities specified in its Mission Statement.

- Legislative Activities - in general the organization is prohibited from influencing or working for political candidates or for/against legislation.

- Dissolution - The law requires that if the organization goes out of business the assets must be distributed to another tax-exempt organization or government agency for a public purpose.

2. Develop BY-LAWS

By-Laws for the operation of the organization under the Charter must be developed.

3. INCORPORATE

Once the organizational documentation is developed, the organization then incorporates by registering with the Connecticut Secretary of State (www.sots.ct.gov) as a not-for-profit, non stock corporation and paying the requisite fees.

4. Obtain a Federal Employer Identification Number (EIN)

This is required whether or not the organization has, or plans to have, employees. Use IRS Form SS-4 which is available on the IRS website www.irs.gov.

5. Obtain a State of Connecticut Tax Registration Number

All corporations in Connecticut must have one. Apply at the State Department of Revenue Services www.ct.gov/drs.
6. Qualify as a Not-for-Profit Organization

To become a not-for-profit, the organization must apply to and be recognized as such by the Internal Revenue Service. For guidance, refer to the IRS Publication 4220 "Applying for 501(c)3 Tax-Exempt Status" noted on the previous page.

The State of Connecticut will recognize the organization's tax-exempt status upon receipt of a copy of the IRS 501(c)3 ruling letter.

SOME KEY FORMS

IRS: (from www.irs.gov)

Form 1023 - Application for Recognition of Exemption Under Section 501(c)3 of the Internal Revenue Code, and its Instructions for Form 1023

Form 1024 - Application for Recognition of Exemption Under Section 501(a) and its Instructions (Other Section 501(c) organizations)

Form SS-4 - Application for Employer Identification Number

State of Connecticut


GRANTS

Generally most grants are for specific issues, usually for no-profit organizations, government agencies, or for existing businesses for economic development purposes.

The clearing house to find out about all available federal grants, who qualifies, and for what purposes is at www.grants.gov.

The most comprehensive source of information about grants from foundations is the Foundation Center, at https://fconline.foundationcenter.org. This is a subscription service but also has extensive free information. It has an online orientation to grant seeking, which will take you through the funding research process step by step. A fee entitles you to access to over 160,000 granting entities. Access to the data base is currently available at the Simsbury Library.

For information about grant availability from the State of Connecticut, try the Department of Economic and Community Development at www.ct.gov/ecd.
Some local granting organizations in the areas served by the Northwest Connecticut SCORE Chapter are:

**Community Foundation of Northwest CT**
33 East Main Street
Torrington, CT 06790
860-626-1245
[www.northwestcf.org](http://www.northwestcf.org)

**Main Street Community Foundation**
120 Halcyon Drive
Bristol, CT 06010-2702
860-583-6363
[www.mainstreetfoundation.org](http://www.mainstreetfoundation.org)

**Thomaston Savings Bank Foundation, Inc.**
P.O. Box 907
203 Main Street
Thomaston, CT 06787
860-283-1874
[www.thomastonsavingsbank.com](http://www.thomastonsavingsbank.com)

**Farmington Bank Foundation, Inc.**
P.O. Box 310948
Newington, CT 06131
860-677-4541
[www.fbcfct.com](http://www.fbcfct.com)

**Union Savings Bank Community Foundation**
203-872-1866

**For Northwest Litchfield County**

**Berkshire Taconic Community Foundation**
800 N. Main Street
P.O. Box 400
Suffield, MA 01257
413-229-0370
[www.berkshiretaconic.org](http://www.berkshiretaconic.org)

**RELATED RESOURCE**

**Connecticut Non-Profit Alliance**

This is a trade association with approximately 500 member Connecticut non-profits.
[http://ctnonprofitalliance.org](http://ctnonprofitalliance.org)
VI. FINANCING A START-UP

A. FUNDING SOURCES

One of the more frequent topics brought to SCORE counseling sessions is how to finance the business start-up. Unless the entrepreneur has sufficient financial resources on his or her own, outside financing is required. Among the most common means are the following.

1. Personal or family funds
2. Commercial loans
3. Venture Capital Funds
4. Angel Financing

B. SOME MYTHS: Some questions encountered often by SCORE counselors.

1. Where are the grants? - Answer: Essentially none for small business startups.

   Despite claims to the contrary on late night TV, there are almost no federal government grants for profit making business start-ups. Grant information sources are discussed in the previous section entitled FORMING A NOT-FOR-PROFIT ORGANIZATION. For a general discussion regarding federal grants, go to [www.grants.gov](http://www.grants.gov). For agricultural businesses in Connecticut try [https://portal.ct.gov/DOAG/Commissioner/Commissioner/Agency-Grants-and-Loans](https://portal.ct.gov/DOAG/Commissioner/Commissioner/Agency-Grants-and-Loans).

2. Can I get 100% financing from a lender? - Answer: Generally NO.

   Lenders generally want 25 to 35 percent of the funding for a new business venture to be put up by the business owners.

3. Can I get a loan from the US Small Business Administration (SBA)?
   Answer: Generally NO.

   The SBA generally guarantees loans provided by banks and other approved lending institutions. To obtain a "SBA" loan, you have to satisfy the lender's requirements.

4. If I have lousy credit and or a recent bankruptcy can I get an SBA loan?
   Answer: Not likely!

5. Do I really need a business plan? Answer: Almost always!
C. FUNDING OPTIONS

There is a basic concept that sometimes is misunderstood by business owners that comes up in SCORE counseling. This is the difference between debt and equity financing. Loans that are to be repaid are debt. Equity financing means that the supplier of the funds assumes an ownership interest in the business. Thus, a bank loan, for example, is debt that is expected to be repaid. Venture capital usually is in exchange for a part ownership in the business. It is important to understand the difference. Issues of control of the business are involved, as are distribution of profits and sale of the company.

In almost all instances when outside funding is sought, the lender will require a business plan along with the loan application documents. A business plan, among other things, outlines the funding requirements for starting the business and how the loan will be repaid. Business plan basics are covered in the following section "BUSINESS PLAN BASICS".

1. Personal or Family Funds

Most small business startups involve family and/or friends' funds either as loans or as investments in an equity share of the venture. If you are considering this option as part or all of your initial funding, it is strongly recommended that you enter into a formal written legal contract regarding ownership rights and governance at the very start of the venture. If loans are involved, formal loan documents covering payments, security, etc. should be part of the transaction.

Friends may be friends, and relatives are close, but what happens if serious disagreements arise down the road? Who has the decision powers about what issues? If a divorce occurs or one of the key participants dies or wants out, how are the business assets allocated? We strongly recommend that an agreement between the parties involved be reviewed or developed by an attorney experienced in the subject.

2. Commercial Loans

In order to obtain a commercial loan from a lending institution, such as a bank or loan fund, you must satisfy their requirements for qualifying for the loan.

► Each institution has its own rules and regulations, so the advice to the prospective borrower is to visit the commercial loan office of your bank or lending institution and ask them what they want with a loan application and if you would qualify.

Lenders also typically want the resumes of the principals, three years of tax returns, personal credit history of all the principals, and collateral. A personal guarantee is almost always required.
One program that the Small Business Administration (SBA) supports is the SBA loan guarantees. For loans that the lenders consider to be of higher than normal risk, the SBA guarantees a significant percentage of the loan. This reduces the risk to the lender.

For a list of lenders that are considered "active" by the SBA in Connecticut, go to www.sba.gov/ct. The ranking for the fiscal year 2019 is shown on page 25 (Table 3).

Once you have determined whether you will be considered for a loan, prepare the application according to the requirements of the lender.

In addition to loans guaranteed by the SBA, there are guarantees to lenders through the U.S Department of Agriculture Business and Industry Loan Guarantees. This program guarantees bank loans in a manner similar to the SBA programs, but is aimed at rural areas and has higher dollar limits. Most of Litchfield County outside of Torrington and New Milford is classified as rural for this program.

Loans in this program are for almost any kind of business in a rural area, and include not-for-profit enterprises.

For information on this program, contact the Department of Agriculture at

USDA Rural Development
Rural Development Guaranteed Programs
Southern New England Jurisdiction
Windsor Area Office
100 Northfield Drive
Windsor, CT 06095
(860) 902-5382
www.rd.usda.gov/ct

3. Micro Loans

The SBA Micro-loan program offers loans up to a maximum of $50,000. The average loan is $13,000. For more information, go to www.sba.gov/content/microloan-program.

There are three organizations in Connecticut that offer the Microloan program.

**ACCIÓN East, Inc.,** [https://us.accion.org](https://us.accion.org)

**Connecticut Community Investment Corporation**
2315 Whitney Avenue – Suite 2B
Hamden, CT 06518
(203) 776-6172 Ext. 122
[www.ctcic.org](http://www.ctcic.org)
4. Venture Capital Funds

Venture capital funds and investors provide financing for start-up or early-stage businesses in exchange for an ownership share of the business. They make their money basically by helping new businesses in the expectation that their share can be sold at some later date for a profit - in addition to sharing any business earnings.

A key consideration for the entrepreneur is the issue of control of the business. As with conventional lenders, venture capitalists want to see your business plan. Venture capital investments are typically in the $million plus range.

To find out more about venture capital resources in Connecticut, go to the several websites listing these resources. Some are:

- www.gaebler.com "Resources for Entrepreneurs"
- www.fundingpost.com "Venture Capital and Angel Investor Network"

If you enter "Venture Capital in Connecticut" into a Google search, you will get more information than you need to find sources.

5. Angel Investors

Angel investors are individuals who invest in businesses. Their participation depends on the circumstances of the business. They also want to see your business plan.

Angel investments are typically smaller than those of venture capitalists, and are made expecting a very high return.
The **Angel Investor Forum** is an organization representing most of the angel investors in Connecticut. For information, go to [www.angelinvestorforum.com](http://www.angelinvestorforum.com).

The January/February 2009 issue of *Inc. Magazine* published a SPECIAL FINANCIAL REPORT entitled "ANGEL INVESTING 2009" which lists what they term "Inc.'s guide to the nation's leading angel-investor networks." They also suggest the following for further information:

- **Angel Capital Association**, [www.angelcapitalassociation.org](http://www.angelcapitalassociation.org) which represents 240 professional angel groups and over 13,000 individual investors.

- **Angel Capital Education Foundation**, [www.fundingpost.com](http://www.fundingpost.com), a non-profit organization which has extensive resources for entrepreneurs looking for guidance with angel investors.

- **GUST**, [www.gust.com](http://www.gust.com), which is a fee based service relating 14,000 investors, including 450 angel groups. Its service standardizes the submission process for application for funding.

### 5. Crowdfunding

This is a relatively new process for obtaining through online solicitation for funds from the general public. Rules and regulations for how this works for raising capital for business are still being formulated. A good summary of the process can be found at [www.crowdfunding.about.com](http://www.crowdfunding.about.com).

### D. ADDITIONAL SOURCES

**Loans - Central Connecticut Revolving Loan Fund**

Administered through the Greater Bristol Chamber of Commerce, this fund is for new or expanding businesses to purchase property or equipment. Proceeds must create jobs and build or expand in Central Connecticut - the area served by the Chamber of Commerce. Contact the Greater Bristol Chamber of Commerce at (860) 584-4718.

**The City of Bristol** offers many economic development opportunities to new and existing businesses. Please contact the Bristol Development Authority (860-584-6185) for information on existing programs. For City sponsored programs (both tax abatement and grant-based), please take a look at the Small Business Resource Guide at the link below. Incentives begin on Page 3


24
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<th>$ loaned</th>
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<tr>
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<td>-9%</td>
<td>-56%</td>
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<th>Average Loan Amt</th>
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<td>$19,160,000</td>
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<tr>
<td>2</td>
<td>Community Investment Corporation</td>
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<td>3</td>
<td>Granite State Economic Development Corporation</td>
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<td>$4,565,000</td>
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<td>Bay Colony Development Corporation</td>
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<td>$2,174,000</td>
<td>$1,087,000</td>
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<tr>
<td>5</td>
<td>Housatonic Industrial Development Corporati</td>
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<td>3</td>
<td>HEDCO</td>
<td>10</td>
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<td>4</td>
<td>Accion East</td>
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<td></td>
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<td>-4%</td>
<td>4%</td>
<td>8%</td>
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</table>

Source: U.S. Small Business Administration, Connecticut District Office
VI. BUSINESS PLAN BASICS

A business plan is a document that explains how a company will operate, what resources are required, and what the financial results are likely to be. No lending organization will consider an application without one (unless maybe it is the Bank of Mom). One possible outcome of the planning exercise might be that the idea is not viable financially, so you will be forewarned.

There are as many formats for business plans as there are people telling you that you need one. Software abounds with claims of "can't miss plans", or "sure fire results". However, many are unduly complex and overly comprehensive, and many people end up with nicely packaged nonsense.

It is strongly recommended that before starting on your plan you ask the potential lender what format they prefer. Many banks in the area covered in this ask for some version of the sample offered by the US Small Business Administration on their website www.sba.gov/ct. (A copy is included here as Attachment B at the end of this guide.) A sample from one local bank is shown in Attachment C.

Common to almost all formats are several key plan components. These are outlined in the following sections. Once these are completed, they can easily be incorporated into almost any format. It is strongly recommended that you develop the plan yourself. You need to know the details of the plan and the reliability of the data and assumptions if you are to actually start and run the business. Also, when questions are asked by your potential lender, you will be able to defend your plan intelligently.

The key components are as follows.

1. Description of the Business

This is not always as easy as it might seem. For example, you can't just say that you will start a restaurant. You need to be specific about the market segment and the specific niche you hope to fill.

For example, if you are going to open a branch office, will it be a full service location, reflect the original site, offer something different, be separately or remotely managed, etc.
2. **Marketing Plan**  ►  **This is where you develop your revenue projections!**

This is where you forecast the revenue for the business. It entails identifying the customers and the competition, how you plan to sell to the customers, and forecast your revenue. Some key issues to be covered are:

* What economic factors should be considered? Changes in laws, demographics, regulations, etc.
* Who are the customers for your business?
* Where are they?
* How do they make buying decisions?
* How do you reach them?
* Who are the competition?
  > Where are they?
  > How do they operate, sell, etc?
  > Are they any good? And why?
  > What will you do that is better? i.e., why would customers buy from you?

* What is your marketing plan and strategy? How are you going to get people to buy from you? How will you differentiate yourself from your competition?

**Based on this analysis, what's the projected revenue? (The money coming in.)**

3. **The Operating Plan.**  ►  **This where most of the money goes!**

This is where you describe how you will produce and deliver your product or service. This part of the plan describes how you are going to run the business and what resources you are going to need to start up and then run the business.

Here you itemize everything that you need to start and then run the business. **EVERYTHING THAT COSTS!**

* Capital resources required.

* Personnel required.

* Operating requirements and costs.
  - operating facilities and equipment.
  - Utilities (heat, light, phone, vehicles, etc.)
  - Rent
  - Insurance
  - etc.
4. The Management Plan ► Who is in charge of what?

This segment discusses who will manage the business and what their qualifications and experience are. Lenders will be particularly interested in who will be in charge of what in the business. Include resumes of the key players in the Appendix.

Typically, lenders will expect at least three years of experience in a related business for at least one of the key members of management.

Also, don't say in a partnership "all decisions will be shared". Identify the person who will have the ultimate decision responsibility.

5. THE FINANCIAL PLAN ► The projected financial results for the business

- A projected **Profit and Loss** projection, usually by month for the first year and then by quarter for the next two to four years, depending on the requesting agency.

- A monthly **Cash Flow** projection with the following two to four years by quarter. **Lenders typically are very interested in the cash flow projections in order to evaluate the ability to pay back the loan.** A sample cash flow projection is shown in Attachment D.

- **Balance Sheet** projections.

Lenders also frequently require a **break-even analysis** - the sales level necessary to cover operating and fixed costs, and a "sources and uses" table showing where the startup funding will come from and what it will be used for.

6. THE EXECUTIVE SUMMARY ► A single page that sums up what the plan says.

Do this after you are all done and have something to summarize. Brief and right to the point! Tailor it to the intended audience. (An amazing number of SCORE clients start off by writing the summary? What are they summarizing?)

RESOURCES

There are almost an infinite number of sources for advice and assistance in developing a business plan. If you do a search on Google inputting "Business Plans", you get a list of lists covering several hundred sites. It's a crowded market, and there are lots of claims to "sure-fire" plans, etc. We include here a short list that has been especially useful for our SCORE counseling.

2. US SMALL BUSINESS ADMINISTRATION website [www.sba.gov/ct](http://www.sba.gov/ct) has Extensive information for small businesses. Specific to planning under "Business Guide/Plan your Business" Also under “Learning Center+ is a course “Plan Your Business”. Also publishes for free "CONNECTICUT SMALL BUSINESS RESOURCE", a comprehensive guide to resources available in Connecticut (860) 240-4700 (Also downloadable from SBA home page.)

3. BUSINESS PLANS HANDBOOK. An 11 volume set available online for free. Has many sample business plans that are downloadable free. ([www.referenceforbusiness.com](http://www.referenceforbusiness.com))

4. [www.BPlans.com](http://www.BPlans.com). Has 500+ free sample business plans for a variety of businesses along with other free information on starting up a business. Company sells proprietary software.

5. Regional Planning Agencies. Each town and city Connecticut is served by a regional planning agency. They provide the data and resources for the various public agencies in their regions. Lists for the towns covered in this guide are given in Attachment A on page 32.

6. LIBRARIES - many local libraries have extensive reference collections relative to business planning. One that has proprietary data bases that are available only to their library cardholders or at the library is;

   SIMSBURY PUBLIC LIBRARY, BUSINESS RESOURCE CENTER

7. CHAMBERS OF COMMERCE.
   Free counseling and guidance for all aspects of starting a business and business planning are available at the two major Chambers of Commerce in the NWCT SCORE service area. Counseling and assistance by SCORE and the Connecticut Small Business Development Center (CSBDC) are available. For appointments call Northwest Connecticut Chamber of Commerce in Torrington, (860) 482-6586 and Central Connecticut Chambers of Commerce in Bristol, (860) 584-4720. See information at [www.northwestconnecticut.score.org](http://www.northwestconnecticut.score.org).
ATTACHMENT A
REGIONAL PLANNING ORGANIZATIONS

All of the towns served by the Northwest Connecticut Chamber of Commerce and the Greater Bristol Chambers of Commerce belong to a regional planning organization. These agencies are responsible for economic planning and for keeping information regarding the economic development of their respective regions.

Some have more detailed data bases than others. It is suggested that when developing a business plan that the available data from the local planning organization be reviewed. For those towns in the Northwest Hills Council of Governments, there is an extensive analysis of the economic and demographic characteristics for the twenty towns it covers.

The following agencies cover the cities and towns in our Northwest Connecticut SCORE service area.

NORTHWEST HILLS COUNCIL OF GOVERNMENTS
42D North Street, Goshen, CT 06756, (860) 491-9884
www.northwesthillscog.org

Barkhamsted  Hartland  New Hartford  Sharon
Burlington      Harwinton  Norfolk  Torrington
Canaan (Falls Village)  Kent  North Canaan  Warren
Colebrook  Litchfield  Roxbury  Washington
Cornwall  Morris  Salisbury  Winchester
Goshen

CAPITOL REGION COUNCIL OF GOVERNMENTS
241 Main Street, 4th Floor, Hartford, CT 06106, (860) 522-2217 x232
www.crcog.org

Farmington  Southington  Canton  Plainville

NAUGATUCK VALLEY COUNCIL OF GOVERNMENTS
49 Leavenworth St., #303, Waterbury, CT 06702
www.nvcogct.org

Bristol  Plymouth  Thomaston  Wolcott

ATTACHMENT B

BUSINESS PLAN OUTLINE (From SBA)
(Go to www.sba.gov/ct.)

Elements of a Business Plan.

1. Cover sheet
2. Statement of purpose
3. Table of Contents

I. The Business
   A. Description of business
   B. Marketing
   C. Competition
   D. Operating procedures
   E. Personnel
   F. Business Insurance

II. Financial Data
   A. Loan applications
   B. Capital equipment and supply list
   C. Balance sheet
   D. Breakeven analysis
   E. Pro-forma income projections (profit & loss statements)
   F. Three year summary
   G. Detail by month, first year, by quarters, second and third years
   H. Assumptions upon which projections are based
   I. Pro-forma cash flow

III. Supporting Documents
   A. Tax returns of principals for last three years Personal financial statement (all banks have these forms)
   B. For franchised businesses, a copy of the franchise contract and all supporting documents provided by the franchisor
   C. Copy of proposed lease or purchase agreement for building space
   D. Copy of licenses and other legal documents
   E. Copy of resumes of all principals
   F. Copies of letters of intent from suppliers, etc.
ATTACHMENT C

BANK LOAN QUESTIONNAIRE OUTLINE

The following is an abstract of a Business Plan Summary required by a local community bank. The information requested is typical for banks and other lenders in Northwest Connecticut. The format may vary, but the content is essentially the same for all lenders.

**Business Plan Summary**  **Background Information**

**Business Concept:** Describe the products and services you will offer.

**Company:** Explain the ownership and business structure.

**Company History:** (Business background; # of employees; how long in business, etc.?)

**Company Strengths:** What are your major competitive advantages?

**What is your market potential?**

**Management Team:** Who is your management team and what experience do they have?

(Include Resumes)

**Funding Needs:** What have you invested in your company?
Financial Projections for the Periods Ending: ____________

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<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
<th>May</th>
<th>Jun</th>
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<td>Building Rent/lease</td>
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<td>Equipment Expenses</td>
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<td>Equipment Leases</td>
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<tr>
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<tr>
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<tr>
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<td>Payroll</td>
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<td>Professional Fees</td>
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<td>Total Expenses:</td>
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</tbody>
</table>

The revenues and expenses projected on the income statement need to reflect as accurately as possible the anticipated cost of running the business. You should include both fixed and variable expenses and have these projections reviewed by an accountant.

In addition, you should provide a detailed list of all financial assumptions to support the projected income and expenses.

The list of assumptions should be attached to this plan along with a detailed Sources & Uses of Funds worksheet.

Please make copies of pages 2 & 3 of the Business Plan Summary in order to provide 2 full years of financial projections.
### Financial Projections Continued

<table>
<thead>
<tr>
<th>Description</th>
<th>Jul</th>
<th>Aug</th>
<th>Sep</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
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<td>Professional Fees</td>
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<td>Total Expenses:</td>
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</table>

The balance sheet should represent the actual assets that will be owned by the business as of the first day of operations or as of a recent financial period end date if the business is up and running.

<table>
<thead>
<tr>
<th>ASSETS (WHAT YOU OWN)</th>
<th>LIABILITIES (WHAT YOU OWE)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>Accounts Payable</td>
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<tr>
<td>Accounts Receivable</td>
<td>Notes Payable</td>
</tr>
<tr>
<td>Inventory</td>
<td>Credit Card Debt</td>
</tr>
<tr>
<td>Machinery/Equipment</td>
<td>Automotive Loan</td>
</tr>
<tr>
<td>Automobiles</td>
<td>Mortgages</td>
</tr>
<tr>
<td>Real Estate</td>
<td>Total Liabilities:</td>
</tr>
<tr>
<td>Total Assets:</td>
<td>Net Worth (Total Assets minus Total Liabilities)</td>
</tr>
</tbody>
</table>
If available, please include:

- Facts about your industry, size of market, current demand in your market.
- Growth history, trends, potential, and opportunities for your business.
- Barriers to entry in your market (capital intensive, unique skills, proprietary technology, etc.)
- Impact to your business from potential changes in technology, government regulations, and the economy.
- Identify your target market (age, gender, location, industry, etc.)
- Identify your major competitors.
- Identify your unique niche in the market.
- Advertising: what media channels, if any, will be used?
- Identify the product or service pricing strategy?
- Describe the location as it pertains to: customer accessibility, convenience, parking and competitors.
- Explain the distribution channel used to sell your products (retail, wholesale, agents, etc.).
- Attach any of the additional items if available:
  - Brochures and advertising materials.
  - Industry or market research studies.
  - Plans and photos of location.
  - Detailed list of equipment owned or to be purchased.
  - Copies of leases and contracts.
  - Letters of intent from future customers.
  - Any other materials to support this plan.

Operating Plan.
If available please also include:

- Identify the production methods including costs, quality control, inventory control, & production development.
- Identify the production sites including storage areas and other buildings. Will the buildings/space be leased or owned?
- Describe the following: Licensing requirements, permits, regulations, zoning/building code requirements, trademarks, copyrights, and patents.
- Identify the number of employees, key employees, skills, pay structure, training, recruitment, and hiring strategies.
- Communicate the inventory needs: average value in stock, rate of turnover, seasonal buildups, and anticipated order lead times.
- Provide a list of suppliers.
- Explain the proposed credit policy for extending credit to customers, including whether discounts will be offered.
The Cash Flow Statement

A **cash flow statement** is the financial document that presents income actually received and expenses actually paid. This statement (usually modified for a small business) generally shows beginning cash balances, cash inflows, cash outflows and ending cash balances. In its simplest form, a cash flow statement is presented in the following format:

- Beginning cash balance
- Plus cash inflows
- Minus cash outflows
- Equals ending cash balance.

Sample cash flow statement for a new business (beginning cash balance is $0):

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Beginning Cash Balance</strong></td>
<td>$0.00</td>
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<tr>
<td><strong>Cash In</strong></td>
<td></td>
</tr>
<tr>
<td>- Cash Sales</td>
<td>$31.00</td>
</tr>
<tr>
<td>- Accounts Receivable Collections</td>
<td>$20.00</td>
</tr>
<tr>
<td>- New Loans</td>
<td>$30.00</td>
</tr>
<tr>
<td>- New Investment</td>
<td>$15.00</td>
</tr>
<tr>
<td><strong>Cash Out</strong></td>
<td></td>
</tr>
<tr>
<td>- Equipment Purchased</td>
<td>$24.00</td>
</tr>
<tr>
<td>- Expenses Paid</td>
<td>$26.00</td>
</tr>
<tr>
<td>- Inventory On Hand</td>
<td>$33.80</td>
</tr>
<tr>
<td>- Principal Payments</td>
<td>$1.00</td>
</tr>
<tr>
<td><strong>Ending Cash Balance</strong></td>
<td>$11.20</td>
</tr>
</tbody>
</table>

There are many free resources available to help you prepare your financial statements and understand the basics of business accounting. For a deeper dive into this topic, SBA offers a free online course: **Introduction to Accounting** through its [SBA Learning Center](https://learning.sba.gov/). The course also includes automated financial statement templates.