



TENNESSEE
SMART START
SMALL BUSINESS GUIDE



Welcome to the Tennessee Smart Start Guide, a guide for small businesses and entrepreneurs, future and present.

Small businesses make up the majority of all the companies in Tennessee and are the backbone of our state's economy. Some of the largest, most well-known companies in Tennessee today began with small business owners who dared to dream big and worked hard.

The challenges and obstacles that small business owners and entrepreneurs face are often intimidating. Adequate support and resources are crucial to navigating the early days of a new venture.

This guide is designed to support the successful growth and expansion of small businesses and aspiring entrepreneurs. With one of the country's best business climates, there's no better place to start or grow a business than in Tennessee and no better time than now.

We invite you to explore the opportunities!



ABOUT THE GUIDE

The Tennessee Smart Start Guide is published by the Tennessee Department of Economic and Community Development (TNECD) Business Enterprise Resource Office (BERO) with the assistance of the marketing division. The guide is published online and is available for download at tn.gov/ecd/bero.

ABOUT BERO

The Business Enterprise Resource Office (BERO) is housed within the Department of Economic and Community Development (TNECD). BERO serves as a voice for and advocate of disadvantaged businesses (DBE); analyzes, disseminates and promotes best practices and access to capital to service providers; and reports on the status of DBEs statewide. For complete details, visit tn.gov/ecd/bero or contact ecd.bero@tn.gov.

ABOUT TNECD

The Tennessee Department of Economic and Community Development's mission is to develop strategies which help make Tennessee the No. 1 location in the Southeast for high quality jobs. The department seeks to attract new corporate investment in Tennessee and works with Tennessee companies to facilitate expansion and economic growth. To find out more, go to tn.gov/ecd.

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SELECTING A **BUSINESS**

For the starting entrepreneur, one of the first decisions you will need to make is whether to purchase an existing business, franchise or start a new business. There are unique benefits and concerns for each option; however, it is ultimately up to you to decide which course to take.

PURCHASE AN EXISTING BUSINESS

You may save time and trouble by purchasing an existing business. If you are considering purchasing a business that is a sole proprietorship or general partnership, you are buying assets from the owner. You will need to obtain a new business license for the existing business from your county clerk office. You are not assuming liabilities unless you specifically agree to it. Make sure all taxes that were due prior to the purchase are paid or you may be required to pay outstanding taxes.

The advantages of buying a business are avoidance of start-up costs, usually little to no downtime in acquiring customers, established vendor relations and some kind of financial history on which you can base your decision. The disadvantages of buying a business may be the other side of the advantages listed. There may be few customers to acquire, vendor relations may be terrible because of unpaid bills and the financial history

may not be as rosy as the owner projects.

Once you have decided to purchase an existing business, there are a few steps to take. Decide what you want the business to accomplish. Do you want to make a living? Provide employment for you, a spouse, children and their spouses? Locate an existing business that is for sale? Entrepreneurs may use business brokers to find businesses that are for sale, the chambers of commerce, and business advisors, such as attorneys and CPAs, may also know of businesses for sale. Determine the value of the business you plan to buy. This is as much art as science. A business is valued by either the worth of its assets, ability to generate cash, the client base, earning ability or physical assets only. An analysis of the company's profit-and-loss statements from three years should help you determine trends, a rough cash flow and profitability of the business.

Most entrepreneurs are compelled to seek outside financing to close the deal. In these cases, most lenders will require some owner financing. This serves to reduce their risk as well as keep some owner involvement or at least interest in the continued success of the venture.



The bottom line is that after careful and knowledgeable analysis, you can purchase a business that can help you realize your dreams; however, without a careful and knowledgeable analysis, the purchase can turn into a nightmare of bankruptcy and strained relationships.

BUYING A FRANCHISE

A franchise is the right or license to sell the franchiser's products or services. The benefits of the franchise industry are they offer a package of assistance, marketing data, proven products and/or services. Depending on the franchise purchased, your risk may be considerably less than starting a venture from scratch. A successful franchise may offer a known product or service, a certain level of demand and established pricing. Many franchisers perform marketing studies, including data about the target market, analysis of competitors' products and

pricing, trends, estimated sales projections, product design and delivery. This gives you the benefit of a large corporate support staff for minimum cost. On the other hand, as the franchisee, you usually pay an up-front fee plus periodic franchise fees for corporate overhead (management, advertising, etc.). A franchise may require you to purchase inventory from approved vendors or from the corporate office exclusively. Some franchisers require a minimum level of sales or profitability for continuation of the relationship.

When you are interested in purchasing a franchise, you will need to sign a contract with the franchising company. The franchise contract explains the conditions of the relationship between the franchiser and franchisee. You must make the initial contact either in writing or by phone. The object of the initial contact is to obtain the franchiser's Uniform Franchise Offering Circular (UFOC). The UFOC will provide enough information to enable you to make an informed decision. By law, the UFOC must meet the requirements of the Federal Trade Commission's Franchise Rule. The law also requires the UFOC be provided at the first "personal" meeting, 10 business days prior to signing a franchise contract or 10 business days prior to any payments. In Tennessee, there are no other disclosure documents

required; however, there are additional laws governing packaging, alcoholic beverages and petroleum-based fuels (TCA 47-25). In addition, there are several laws covering termination of franchises.

There are a couple of different franchising formats. Business Format franchising includes ongoing operational interface with the franchise. Franchisees may purchase inventory, trademark goods, take advantage of national or regional advertising, receive bookkeeping support and training assistance from the franchiser. Most fast food franchises fall into this category. The other type is Product and Trade Name franchising which involves buying one product line for resale and using the franchiser's name. Automobile dealerships and retail service stations fall under this category.

Talk with other franchise owners. They can provide invaluable insight into their particular business and their view of franchiser support. Do your research! There are several sources of information on more than 3,000 U.S. franchisers: Entrepreneur Magazine and Inc. Magazine.

There are also franchise assistance companies that help individuals identify the franchise that is right for them. These companies will do a lot of research for you and they have relationships with many existing

franchisers. They can also assist you with turning your existing business into a franchise model. These companies include Entrepreneur's Source, FranNet and Fran Choice, among others. These companies will either charge you or the franchisers a fee for their services.

The Entrepreneur's Source helps individuals by educating, coaching and guiding them through franchise ownership. They charge a flat fee once you have identified the franchising opportunity to pursue. Their initial services are provided at no cost.

FranNet recommends franchise opportunities, educates you on anticipated cost, financing options and training. FranNet offers their information and services at no charge, as they are paid by the franchiser.

Fran Choice guides you through the franchise search process by gathering information about your experiences and goals and develops a personalized model for use in evaluating franchise opportunities. There is no cost to use Fran Choice services or for the information about franchise opportunities.

STARTING A NEW BUSINESS

The benefits of starting your own business include flexible hours, being your own boss, getting away from a corporate setting and having no limit to your income. The time required in a start-up business, energy needed to run a new business, stress put on family and financial stress could be a few of the concerns for starting a business. The “20 Questions Before Starting” article ([sba.gov/content/20-questions-beforestarting-business](https://www.sba.gov/content/20-questions-beforestarting-business)) can be used to determine if you are ready to start your own business.

Will you be working full-time or part-time? A part-time home-based business can add income to increase the household budget. Starting part-time enables you to learn valuable lessons in business management, especially time management. These lessons can function as a stepping-stone to running a full-time business.

As you enter this endeavor, recognize that the most important ingredient is you. Know your personality, interests, abilities, drive, commitment, relationships, priorities and dreams. In addition, you should ask yourself a few questions: do you have the required experience in marketing, pricing, financial projections and bookkeeping?

Remember, businesses, home-based or otherwise, do not operate by producing goods or services. They operate by selling those goods and services at a profit. They make profits by controlling costs to produce goods and services at a lower cost than they sell them. Does the business you are thinking of starting require learning new skills? It may be harder to develop skills on your own than in a corporate setting that offers training as well as colleagues to help the learning process. There are a variety of resources online or in person.





SETTING UP YOUR
BUSINESS

Choosing the right legal structure for your business will require that you to contact an attorney, CPA or a business counselor. You need professional advice on the pros and cons of each legal structure. Legal structures include: Sole Proprietorships, Partnerships, C Corporation, S Corporation (also called Subchapter S Corporation), Limited Liability Company or Limited Liability Partnership.

SOLE PROPRIETORSHIPS

The majority of small businesses start out as sole proprietorships. One person, usually the individual who has day-to-day responsibilities for running the business, owns the firm. Sole proprietors own all the assets of the business and the profits generated by it. They also assume complete responsibility for all of its liabilities. In the eyes of the law and the public, you are one in the same with the business. Sole proprietorships pay less in taxes than corporations. Net income from the business is regular income filed on the owner's personal income tax return. Sole proprietors need a business license from the county and/or municipality in which the business operates.

PARTNERSHIPS

A general partnership is the relationship existing between two or more persons who join to carry

on a trade or business. Each person contributes money, property, labor or skill and expects to share in the profits and losses of the business. An example of a general partnership is a husband and wife owned business. This type of partnership is not a form of a corporation and carries the same personal liability as a sole proprietorship.

A general partnership must file an annual information return to the IRS to report the income, deductions, gains, losses, etc., from its operations, but it does not pay income tax. Instead, it "passes through" any profits or losses to its partners. Each partner includes his or her share of the partnership's income or loss on his or her tax return.

All partnerships should execute a partnership agreement. The partnership agreement is a contract between the partners of the business that details expectations, contributions and the responsibilities of each partner. Discuss future expectations with your partner(s). Do they want to grow a company to operate, do they want to grow a company to sell short-term, how will profits be distributed and what percentages? Each partner should contribute value to the business and each partner must recognize the value of the others' contributions. Determine ahead of time who will contribute

cash, labor, industry experience and knowledge, sales leads, loans or guaranties. Responsibilities may differ from contributions, so be sure to define the partner's individual responsibilities as well as the group responsibilities. Include who can sign debt instruments for the partnership, who determines compensation, salaries, draws or profit sharing, who will handle the record keeping, who oversees recruitment to or dissolution of the partnership and who can make amendments to the partnership agreement. In any case, the partnership agreement should be a written, notarized document. A lawyer can draw up the agreement and act as a facilitator to cover

BASIC REQUIREMENTS FOR S CORPORATIONS INCLUDE:

- The company must be a Domestic Corporation with one class of stock
- Have no more than 100 citizens or legal resident shareholders
- All your shareholders must consent to S Corporation status
- Use a permitted tax year
- Company must file IRS Form 2553

points not previously included. There are examples of partnership agreements online at tn.gov/sos, sba.gov and score.org.

CORPORATIONS

Incorporation gives the business a legal existence separate from an individual person. That is, it can own assets and conduct business in its own name. A business assumes a corporate identity when registered or "incorporated" with the Tennessee Secretary of State. A corporation can shield you and the stockholders from personal liability from any lawful activities. Corporations pay federal taxes at a higher rate than sole proprietors. The corporation is liable for the state's franchise and excise tax. There are two basic types of corporations, the C and S Corporations.

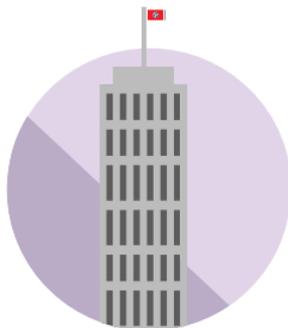
C Corporations are standard corporations that are primarily used by large groups of investors. A few of the requirements to be a corporation include having a board of directors and corporate officers, having stockholders as owners, holding regular board meetings, maintaining board minutes and approving corporate resolutions. The corporation allows the board to authorize certain actions such as borrowing money, entering into contracts and allocating corporate resources beyond routine business transactions.

If your business is an eligible domestic corporation, you can avoid double federal taxation (paying taxes to the corporation and again to the shareholders) by creating a S Corporation under the rules of Subchapter S of the Internal Revenue Code. Under the laws of Tennessee, an S Corporation is incorporated; therefore, they are subject to state franchise and excise taxes. In this way, the S Corporation passes its items of income, loss, deduction and credits through to its shareholders to be included on their separate returns.

If the company is incorporated outside of Tennessee, you are required to obtain a Certificate of Evidence to conduct business operations within Tennessee. The Certificate of Evidence, TCA 48-11-309, is evidence that out-of-state corporations are in good standing in their state and are authorized to conduct business in the state of Tennessee.

LIMITED LIABILITY COMPANY

Limited Liability Company (LLC) is a relatively new business structure allowed by state statute. An LLC can be expensive to organize and requires more administrative work than other legal forms of business. LLCs are popular because, similar to a corporation, owners have limited personal liability for the debts and actions of the LLC. Other features



of LLCs are more like a partnership, providing management flexibility and the benefit of passthrough taxation. Owners of an LLC are called members. Since most states do not restrict ownership, members may include individuals, corporations, other LLCs and foreign entities (businesses outside of Tennessee). There is no maximum number of members. Most states also permit “single member” LLCs, those having only one owner. A few types of businesses generally cannot be LLCs, such as banks and insurance companies. There are special rules for foreign LLCs.

The Tennessee Bar Association (TBA) will guide you to a legal referral service and help you determine if you would qualify for free legal service. For more information, visit tba.org/access-to-justice.

The Tennessee Society of Certified Public Accountants (TSCPA) is the state professional organization

for certified public accountants. TSCPA can help businesses find a Certified Public Accountant (CPA) to assist with the start-up and running of the business. TSCPA also has an online Small Business Resource Center. The Small Business Resource Center mission is to educate, provide information and resources that would assist small business enterprises. This and more information can be found online at tncpa.org.

FOREIGN-OWNED (OUT-OF-STATE) CORPORATIONS

The state of Tennessee recognizes businesses incorporated outside of Tennessee as foreign-owned (or out-of-state) corporations. When you relocate your business to Tennessee, you will need to decide if you will operate your business as a foreign-owned business or establish your business as a Tennessee corporation. Foreign-owned businesses pay a one time \$600 fee and a \$20 annual fee to the Tennessee Secretary of State. You will need to fill out application form ss-4429 for corporations and application form ss-4236 for an LLC. These forms can be found online at tn.gov/sos. A letter of good standing from your original state needs to accompany your application. Typically, remaining a foreign owned business is beneficial only if you plan to continue operations in your original state. A trusted CPA

can advise you on the specific tax liabilities for your business.

If you plan to cease operations in the state you are moving from, you should register your business with the Tennessee Secretary of State as a Tennessee corporation. You can register your new corporation at tnbear.tn.gov/NewBiz. Certain registrations can be filed and paid for online, but others will require that documents be printed and mailed. In addition to registering your corporation with the Tennessee Secretary of State, you will also

REQUIREMENTS FOR AN LLC INCLUDE:

- Membership fee is due annually
- LLC fees range from \$300-\$3,000
- An annual report filed with the Secretary of State
- Financial records prepared for any member requesting them
- Board minutes recorded and maintained
- Memberships sold only when all the members agree to the transaction

need to register with the Tennessee departments of Revenue and Labor and Workforce Development.

You will most likely need to obtain local business licenses through the county clerk office where the business will be located in Tennessee. If you are in a regulated industry such as general contracting, that requires specific licenses, check with the regulatory agency who licenses you to see if they have a reciprocal agreement with the state of Tennessee to transfer your license.

FEIN

If you do not want to use your social security number to identify your business, you are required to obtain a Federal Employer Identification Number (FEIN) from the IRS. The FEIN is your business's permanent identification number and can be used for most of your business needs including: opening a bank account, applying for business licenses and filing a tax return by mail.

You can register for your FEIN online at [irs.gov](https://www.irs.gov) or by calling 1-800-829-4933. All corporations and partnerships are required to have an FEIN.

ADVANTAGES OF TENNESSEE

There are many benefits to relocating your business to Tennessee. Tennessee fosters a pro-business climate that gives access to vital economic components, such as a right-to-work environment, a dependable and educated workforce and a wealth of technology resources that provide opportunity for business growth and profitability. In addition, Tennessee offers a reasonable cost of living and does not impose a personal state income tax or a state property tax.

Tennessee compares favorably with the cost of living in other states. In fact, its eleven largest cities rank below the national average for cost of living and housing costs are among the lowest in the nation. Tennessee enjoys a generally mild climate, providing favorable conditions for the state's many



advantages as well as working and living with a minimum of weather-related disruptions. Tennessee borders eight states and is within a day's drive of 75 percent of the U.S. population.

Tennessee has a strong entrepreneurial climate. Recently, a national study ranked Tennessee as having the fourth highest entrepreneurial activity rate in the nation. The state of Tennessee supports small businesses and entrepreneurs with a low business tax burden, lower cost of living, an online business registration system, access to nontraditional financing and a diverse, robust economy proximity to three-quarters of the U.S. population.



RELOCATING YOUR FAMILY

The state of Tennessee provides information at tn.gov with helpful links and information on becoming a legal resident in Tennessee. There are also resources to help you familiarize yourself with Tennessee's communities, neighborhoods and education systems.



THE **BUSINESS** PLAN

A key ingredient in every business is the business plan. The plan allows you to obtain financing and establish a direction for the business. This document is not written once and stashed in a file cabinet. Most experts say the business plan should be reviewed once every three (3) to five (5) years and revise the current economic environment. The time frame depends on how fast or slow your business grows and is completely up to you. The entrepreneur must view the business plan as a living entity that changes as the company grows and reaches certain milestones. The business plan usually contains an executive summary, introduction, financial projections, personal financials, marketing plan, and the resúmes of the management team.

EXECUTIVE SUMMARY

The executive summary is the first page of the business plan. Write every other part of the business plan first and then summarize the entire document into one page. The executive summary is your first selling point followed by your financial projections when trying to get financing. If you are looking for a loan, include the amount you are asking for, purpose and how the loan will be paid back.

INTRODUCTION

In this section, you include the details of your business. Include a description of the company's operations, primary market, background and eventual goals. Explain the company structure, legal structure (sole ownership, partnership, corporation or limited liability) and business location. Include your product and/or service and identify your company or entrepreneur name. This section should be two to three sentences long.

THE MARKETING PLAN

This is one of the crucial aspects of your business plan. In this section, you will include a market analysis, identify your competitors, your target market and include a marketing plan. You want to provide information on the economic

THE BUSINESS PLAN CONTAINS:

- Executive Summary
- Introduction
- Marketing Plan
- Resumes of the management team
- Financial Projections
- Personal Financials

Business plan templates, including financial projections, are available online at:

tsbdc.org
score.org
sba.gov



environment of the industry. The economic environment will tell how well the industry is performing versus the economy as a whole. In addition, it should review business cycles and practices that may be unique to the industry. It describes competitors who may affect the success of your business and identifies pricing or technical innovation strategies that give your business a competitive advantage in the market. You want to include anyone that makes or offers a product or service that is comparable to what you offer. You will define the specific customer you plan on targeting. This section contains valuable data about customers, such as what they expect of the product or service. In addition, you will include data on purchasing dollars spent, road and foot traffic around the business location and market share you expect to gain. The marketing plan details how you are going to advertise, when you will advertise and where you will

place your advertisements. This is important, because it shows how you will inform customers about your product and/or service.

MANAGEMENT TEAM

This section should include the name, address, telephone numbers and relevant work or industry experience for each team member. The purpose of this section is to acquaint loan officers with the team's industry experience and demonstrate their ability to operate a company. Unlike a job-seeking résumé that concentrates on accomplishments, this résumé should outline learned skills and experiences that facilitate the operation of a company. This section should answer several key questions: Who is going to run the daily operations? Who will balance the books? Who will market and sell your product or service? Who is your attorney? Having the management team's roles and responsibilities on paper benefits everyone because they know their duties. In this section you may include an advisory board that supports your company in an area where your team lacks experience.

FINANCIAL PROJECTIONS

The financial portion of the business plan consists of documents that support loan requests and indicate the expected financial position of

the company at different periods. This is the area where you should be realistic or at least conservative. List the amount of money the company has spent or is prepared to spend on the business venture. This document should include funds raised, the source of those funds (owner's cash, loans from friends or investors) and how the funds are going to be used. Common documents found in financial projections include an operating expense report, cash flow statement, balance sheet and income statement.

Entrepreneurs say the most common mistake in starting a business is underestimating start-up costs and the time required to generate positive cash flow. Start-up costs are either fixed or variable costs. Examples, sometimes referred to as overhead, are the purchase or lease of equipment, supplies, utility deposits, furniture, fixtures and vehicles, real estate rent or mortgage. They will be the same regardless of the volume of business generated. Variable costs such as payroll, inventory, utility bills, production waste costs, unanticipated production costs and underestimated job quotes are associated with the volume of operations. It is usually a good idea to add 10-20 percent of variable costs as unanticipated expenses. List fixed and variable costs on the operating expense report.

The cash flow statement is one of the fundamental projections in securing outside financing. Cash flow projections demonstrate the inflow and outflow of cash over an interval of time. They project increases and decreases in the cash accounts of your company. As a result, the cash flow statement projects your firm's ability to pay bills, cover payrolls and service bank debt from one period to the next (usually per month). It shows the source of cash and the uses of cash.

The balance sheet describes the condition of the company on a particular day, usually the last day of the month, quarter or year. This makes it different from other financial statements, most of which cover a time period. Another difference between the balance sheet and other statements is that it must balance the assets and liabilities of the company. An asset is anything the business owns that has monetary value. The assets of a small business commonly include cash, notes receivable, accounts receivable, inventories, land, buildings, machinery, equipment and other investments. A liability is the claims of creditors against the assets of the business. In other words, debts owed by the business. A new business should prepare projected annual balance sheets for three years. An existing firm should include historical balance sheets from the three previous years (or

for however long it has been in existence if fewer than three), as well as three years of annual projections. You will also need to calculate a break-even analysis. This analysis determines the volume of sales necessary to reach that minimum point where you can cover both fixed and variable costs. The point of no loss and no profit is the break-even point.



PERSONAL FINANCIALS

If you are going to use the business plan to support a loan request, include personal financial statements. Personal financial statements are needed for every owner no matter how small the percentage of ownership. Owners should list any assets owned and debt owed to creditors. Knowing the credit score of all owners is very important when submitting the business plan to lenders.



GETTING **FUNDED**

Financing is probably the first thing on many entrepreneurs' minds when it comes to starting a small business. One of the biggest challenges in starting your own business is identifying the amount and source of funding necessary to carry out your plan. There are many forms of financing for small business owners, including a variety of state and federal programs. Not every source of financing is right for every small business. You need to find the one that fits your business. Financing options explained in this section will be brief, and it is highly recommended that you contact a small business counselor.

There are several financing sources for your business. A business can utilize personal assets, family, friends and colleagues, commercial credit, credit cards and government financing. If the business is a startup, you will be expected to provide 20-30 percent of your own financing, utilizing your own assets. Most government and commercial lenders generally require this level of owner investment. The Tennessee Small Business Resource Directory (tn.gov/e cd/bero) is a great resource for finding county specific lenders. You should know your credit score before you request outside funding.

You can receive free credit history once per year from the three reporting agencies from annualcreditreport.com or call 1-877-322-8228.

FAMILY, FRIENDS AND COLLEAGUES

Often a preliminary source of funding is family, friends and colleagues. They often loan funds and take a promissory note or settle for stock options with a formalized agreement to ensure smooth business dealings. A small business can issue stock without the formal registration process if fewer than 15 people purchase the stock and stock is not offered for sale to the public. The investors must hold the stock for their own portfolios. More information on limited stock issue can be obtained from the Tennessee Department of Commerce and Insurance website at tn.gov/commerce.

CREDIT CARDS

Credit cards are a common source of financing, especially for small items and equipment your business might need. As credit cards carry a higher rate of interest than conventional loans, their use should be planned carefully. Maintaining a good credit history is important as the business grows and evolves.

COMMERCIAL CREDIT

Lenders usually offer two types of commercial loans to small businesses: term loans and seasonal lines of credit. For most bank loans, lenders ask you to pledge personal



assets (including your house) as collateral and furnish signed guaranties from all principles.

Term loans are generally for fixed assets; that is, they are used to purchase real estate and equipment. You collateralize the loan with the assets purchased. As such, lenders generally extend a loan for a percentage of the value rather than full value for the goods. Such loans usually take the form of installment loans with monthly payments.

Seasonal lines of credit are extended to satisfy the working capital needs of a firm. Proceeds are used to purchase inventory, take purchase discounts and make payrolls. While some lenders may take accounts receivable and inventory as collateral, be prepared to use all assets of the company to secure these loans. Borrowers are expected to pay off seasonal lines of credit at least once a year. Small business borrowers generally draw down

and pay off seasonal lines of credit several times a year. Other lines of credit include: business line of credit and home equity line of credit. A business line of credit typically has a variable interest rate at or near the prime rate and does not need to be repaid annually. A home equity line of credit (HELOC) authorizes you to spend up to the amount of equity (present value of home minus existing mortgage debt you have in your home). Interest rates are typically variable and do not need to be repaid annually. Be sure to read all documents prior to signing and don't hesitate to consult your attorney.

FEDERAL GOVERNMENT LOAN PROGRAMS

The Small Business Administration (SBA) is a federal agency that provides small businesses with loan guarantees, counseling and training. SBA works primarily with banks to help reduce their risk in lending to small businesses. If you are interested in an SBA-guaranteed loan, you do not go to the SBA; you meet with an SBA banker at a traditional bank. The SBA's largest loan program is the 7(a) loan guarantee program. Loan guarantees help reduce the risk for banks making loans to new, small businesses. Guarantees range from 50-85 percent depending on the loan amount.

The SBA Microloan assists small businesses that need small amounts of financial assistance. Under this program, SBA makes direct and guaranteed loans to nonprofit lenders who use the proceeds to make microloans to eligible borrowers.

Another loan offered by the SBA is the Certified Development Company (CDC) 504 loan. The 504 Program provides expanding businesses with long-term, fixed rate financing for major fixed assets, such as land and buildings. The 504 loan program allows small businesses to take advantage of the open capital markets, but avoid much of the costs associated with entry into these financial markets. More SBA Loan information is online at the U.S. Small Business Administration's website at sba.gov. You can access a list of SBA certified lenders in Tennessee online by visiting sba.gov/tn and clicking on Financing.

The U.S. Department of Agriculture (USDA) Rural Development Division has Business-Cooperative Programs that provide business and industry loans in rural areas across Tennessee. Generally, the USDA defines a rural area as a nonurbanized area with less than 50,000 in population. The USDA loan programs are administered through its regional offices and focus on assisting businesses that create jobs for rural citizens. Contact your local

USDA Rural Development Office for more information or visit them online at rurdev.usda.gov/tn.

The Tennessee Valley Authority (TVA) also has loan opportunities for small businesses. The Economic Development Loan Fund (EDLF) is a multi-million dollar revolving loan program designed to stimulate capital investment and job creation in the TVA region. Minority- and woman-owned companies and companies within targeted industrial sectors are given special emphasis and consideration. The TVA Southern Appalachian Fund is a \$12.5 million venture capital fund that provides equity capital and operational assistance to qualifying businesses in Kentucky, Tennessee and the Appalachian counties of Georgia, Alabama and Mississippi. The TVA Special Opportunities Counties (SOC) fund is a \$16 million revolving loan fund that is available for buildings, equipment, real estate, industrial parks and building development. More information is accessible online at tvaed.com.

STATE GOVERNMENT LOAN PROGRAMS

The Tennessee Department of Economic and Community Development (ECD) offers a low-interest small business loan. The Rural Small Business and Entrepreneur Loan Fund provides loans of \$500-\$20,000 to businesses

with fewer than 10 employees. Only entrepreneurs and small businesses operating a business in rural Tennessee are eligible. The Business Enterprise Resource Office (BERO) manages the program and also arranges for technical assistance for the life of the loan. The loan application can be found at tn.gov/e cd/bero. Contact BERO at ecd.bero@tn.gov.

The Tennessee Energy Efficiency Loan Program provides low interest loans to qualified commercial, industrial or nonprofit Tennessee-based businesses. The program allows 100 percent financing for energy efficient technology, energy retrofits and renewable energy

systems. It was launched mid-year 2010 and is a collaborative effort among the state of Tennessee, TVA, Pinnacle National Bank and Pathway Lending. To learn how energy efficiency is a tool that can save your business money and government loans strengthen your bottom line go to pathwaylending.org.

The Tennessee Rural Opportunity Fund (ROF) provides much needed access to capital for small businesses in rural Tennessee. The Small Business Jobs Opportunity Fund (SBJOJ) builds on the success of the ROF to create a sustainable funding source for urban and rural businesses to expand and create jobs. Both the ROF and

LOAN	MAX LOAN AMOUNT	WEBSITE
SBA - CDC/504	\$5,000,000	sba.gov
SBA - Basic 7(a) Loan	\$5,000,000	
SBA - International Trade	\$5,000,000	
SBA - Express Loan	\$350,000	
SBA Microloan	\$50,000	
USDA - RED Loan and Grant	\$450,000	rurdev.usda.gov
TVA - EDLF	\$2,000,000	tvaed.com
TVA - Southern Appalachian Fund	\$600,000	
TVA - SOC Fund	\$500,000	
Tennessee Rural Opportunity Fund	\$125,000	
Small Business Jobs Opportunity	\$2,500,000	pathwaylending.org
Energy Efficiency Loan Program	\$5,000,000	
BERO Microloan Fund	\$20,000	tn.gov/e cd/bero

the SBJOF, launched in 2008 and 2010 respectively, are joint funds among the state of Tennessee, the Tennessee Bankers Association and Pathway Lending (changed from Southeast Community Capital in 2010). Visit pathwaylending.org or call 1-888-533-PATH (7284) to learn more.

NON-TRADITIONAL FINANCING

Certified Development Financial Institutions (CDFI), —as certified by the CDFI Fund, a division of the U.S. Treasury Department,—may provide loans to disadvantaged small businesses lacking access to traditional financing options in both urban and rural areas. Pathway Lending manages multiple loan funds throughout the state and northern Alabama. In 2012, Accion Delta launched in West Tennessee (acciondelta.org).

DEVELOPMENT DISTRICTS

Development Districts are regional planning and economic organizations owned and operated by the cities and counties of Tennessee. Each district operates a business and industry loan program and can provide small business loans, typically focusing on businesses that create jobs within its district. The nine development districts include: Northwest Tennessee, Greater Nashville Region, Upper Cumberland,

First Tennessee, East Tennessee, Southeast Tennessee, South Central Tennessee, Southwest Tennessee and Memphis Area. (tennesseedevelopmentdistricts.org)

ELECTRIC COOPERATIVES

Most of the electric cooperatives in the state manage a revolving loan fund for businesses within their service area. Contact your local electric cooperative for additional information. You can find your local electric cooperative online at tnelectric.org.

SMALL BUSINESS INVESTMENT COMPANIES (SBIC)

SBIC's are private investment and loan companies established to serve the small business market. They are funded with a combination of private and federal investment. Visit sba.gov/tn to find more information about local SBICs.

EQUITY FINANCING

Equity capital is money raised by a business in exchange for a share of ownership in the company. Ownership is represented by owning shares of stock outright or having the right to convert other financial instruments into stock of that private company. A key source of equity capital for new and emerging businesses is venture capital firms.



INCITE CO-INVESTMENT FUND

The INCITE Co-Investment Fund is a venture capital program designed to stimulate the growth and development of innovative small businesses in Tennessee and increase the number of better-paying, high-quality jobs in our state. Developed by TNECD and administered by Launch Tennessee, the Fund is backed entirely by a \$29.7 million award through the U.S. Department of Treasury's State Small Business Credit Initiative. The Fund is a key component of Gov. Haslam's \$50 million INCITE initiative to raise Tennessee's profile in innovation-based economic development and increase the number of knowledge-based jobs by assisting companies with access to early-stage capital. The INCITE Co-Investment Fund provides equity funding to supplement investments in Tennessee companies made by venture capital funds and investors from across Tennessee and around

the country. For more information visit launchtn.org.

TNINVESTCO

TNInvestco is a state-sponsored, venture capital type program created by the Tennessee Small Business Investment Company Credit Act. The state, using a competitive process, has picked ten different entities to provide capital to potential high-growth, transformational businesses in Tennessee. The ten TNInvestco entities were awarded \$200MM in premium insurance tax credits which were sold generating approximately \$146MM of investable capital. The TNInvestcos are authorized to invest funds in qualifying Tennessee small and start-up businesses; the program assists in bringing additional capital into the state, strengthening Tennessee's entrepreneurial network, while the state provides oversight of the program. For a business to qualify to receive investment funds from a TNInvestco, the business must have its headquarters and principal business operations located in Tennessee, employ no more than 100 employees, and at least 60 percent of its employees must be located in Tennessee. To apply for funding from a TNInvestco, visit tn.gov/tninvestco.

Venture capital is a type of private equity capital typically provided

by professional, outside investors to new, high-potential-growth companies in the interest of taking the company to an IPO or trade sale of the business. Venture capital investments are generally made as cash in exchange for shares in the invested company.

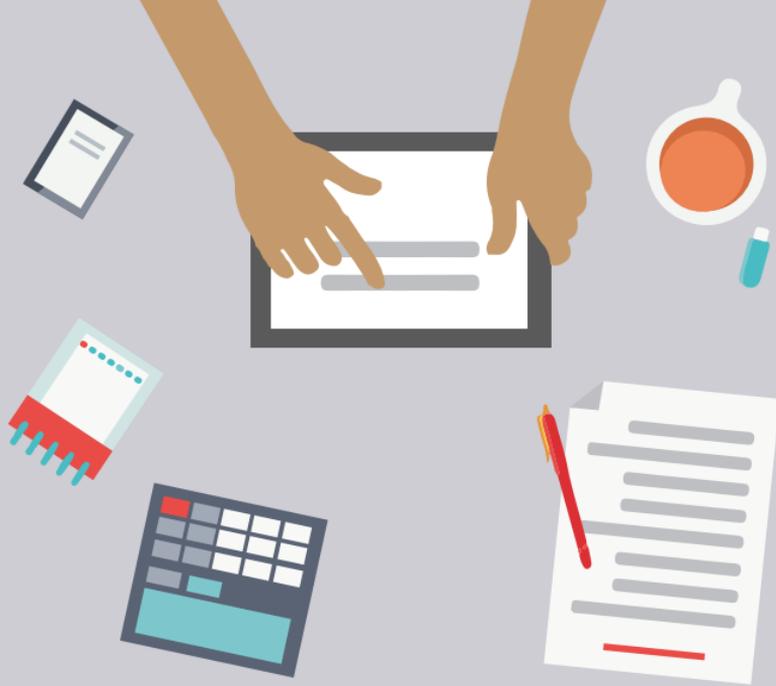
GOVERNMENT GRANTS

The truth is that federal and state governments do not provide grants directly to individuals to start or expand typical small businesses. Most grants offered by the government are designed to expand and enhance organizations that provide small business management, technical or financial assistance. These grants generally support non-profit organizations, intermediary lending institutions, and state and local governments; however, the U.S. government does offer a wide-variety of loans and training programs to help entrepreneurs start and grow their businesses.

Some federal and state agencies award a limited number of grants for very specialized business activities such as scientific research and development. These R&D, or research and development, grant programs include the Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) programs. The STTR and SBIR are competitive, nationwide grant

programs designed to stimulate innovation and development in high technology industries. In Tennessee, businesses can get assistance with applying for SBIR and STTR opportunities through the University of Tennessee, Center for Industrial Services. Visit them online at cis.tennessee.edu or call (865) 974-8464.

Persons receiving disability benefits from the Department of Human Services, Vocational Rehabilitation Services, may apply for a self-employment services to start a small business. In addition, farmers can compete for cost reimbursement grants from the Department of Agriculture for specific activities. More information is provided in the "Targeted Businesses and Topics" section of the guide.



BUSINESS
ASSISTANCE
AND TRAINING

You can find assistance for your small business during each stage of the business cycle. Resources include: startup assistance, licensing requirements, business relocation, identifying capital, government procurement, exporting, agriculture and business expansion, among others.

BUSINESS ENTERPRISE RESOURCE OFFICE (BERO)

The Office of Business Enterprise, otherwise known and referred to as the Business Enterprise Resource Office (BERO), was created in the Department of Economic and Community Development (TNECD) by Chapter 135 of the Public Acts of 1977, codified as Section §4-26-101 et seq.

BERO serves as a voice for and advocate of disadvantaged businesses (DBE) statewide. For the purposes of BERO, DBE refers to businesses owned by women, minorities and veterans. It also refers to businesses operating in remote or rural areas of the state. BERO is also tasked to analyze, disseminate and promote best practices and access to capital to service providers as well as report on the status of DBEs across the state. The most recent report on the progress of DBEs is online.

BERO provides a variety of information on its website, including this guide at tn.gov/ecd/bero.

TENNESSEE SMALL BUSINESS DEVELOPMENT CENTERS (TSBDC)

The Tennessee Small Business Development Centers (TSBDC) offers assistance to help business owners grow and develop successful, thriving businesses at little or no cost. The TSBDC is a network of professional business consultants with 20 various locations including 14 service centers, 5 satellite offices and 1 affiliate office throughout the state of Tennessee. The TSBDC prides itself on providing expert business advice to all types of businesses whether you are a manufacturer, retailer, service provider or a professional.

SCORE

SCORE “Counselors to America’s Small Business” is a non-profit association dedicated to educating entrepreneurs and the formation, growth and success of small business nationwide. SCORE is a resource partner with the U.S. Small Business Administration (SBA). SCORE employs volunteers that are working or retired business owners, executives and corporate leaders who share their wisdom and lessons learned in business. At the time of this publication, active



areas. TMEP is a branch of the University of Tennessee Center for Industrial Services (UT-CIS).

BUSINESS INCUBATORS AND ACCELERATORS

Business incubators offer programs that nurture the successful development of entrepreneurial companies through an array of business support resources and services. Business accelerators, similar to incubators, provide services; however, on a compressed timeline, bringing their products and services to market in matter months. You can visit the National Business Incubation Association online at nbia.org to find a local incubation center. There are nine accelerators located across the state. To find the regional accelerator closest to you go to launchtn.org.

SCORE chapters can be found in Bristol, Chattanooga, Knoxville, Johnson City, Memphis and Nashville.

SMALL BUSINESS ONLINE TRAINING NETWORK

The Small Business Training Network (SBTN) is the SBA's online interactive training tool. This tool offers a wide variety of free online courses, a library, web chats and access to SBA business counselors.

TENNESSEE MANUFACTURING EXTENSION PROGRAM

The Tennessee Manufacturing Extension Program (TMEP) helps Tennessee's manufacturers become more productive, more profitable and more competitive. TMEP assist businesses with new production techniques, business practices, expanding markets, complying with regulations and a host of other



TAXES AND **INSURANCE**

When you start or expand a business in Tennessee, it is important to understand the potential tax liability. This section will provide you with a basic understanding of standard taxes that may affect you while doing business in Tennessee. The information provided in this section will assist you in estimating tax payments to include in cash flow projections of the business plan. You should also consider local property taxes and special excise taxes that may be applicable. The main areas of tax for small businesses are local, state, federal, franchise and excise taxes, and sales and use taxes.

REGISTERING YOUR BUSINESS:

You can register your business with the Tennessee Department of Revenue online at:

apps.tn.gov/bizreg

LOCAL, STATE AND FEDERAL TAXES

The Tennessee General Assembly authorizes counties and municipalities to levy a privilege tax. That is, a tax for the privilege of operating a business in their jurisdictions. All counties levy the tax as a business license tax. Incorporated cities can also impose the privilege tax. This tax is based on a percentage of sales or gross receipts in succeeding years. If the business has a physical location in several different cities or counties,

the business is liable to each city or county based on sales or receipts accumulated in each location. All businesses generally are subject to this tax.

Exempt businesses include manufacturers, businesses with less than \$3,000 in annual sales, and professionals such as doctors and lawyers. The U.S. Treasury collects federal taxes through the Internal Revenue Service (IRS). The legal structure of your business determines what federal taxes are due and payable. There are four general kinds of federal business tax: federal income tax, self-employment tax, employment tax and excise tax. Every business must file an annual income tax return to the federal government. Publication 583, updated December 2011 is a good starting point for information about federal taxes. This and many more relevant IRS publications can be found online at [irs.gov](https://www.irs.gov).

The Tennessee Department of Revenue is the state's chief tax collector and is responsible for collecting approximately 92 percent of total state tax revenue. The most common business taxes they collect are franchise and excise taxes and sales and use tax. The department publishes a start-up guide specific to tax liabilities. You can access the guide online at tn.gov/revenue.

FRANCHISE AND EXCISE TAX

Tennessee's franchise and excise taxes are corporate taxes. The franchise tax is based upon the higher of either the corporation's net worth or the book value of real and tangible property owned or used in the state, plus rental values. Most businesses (except general partnerships, sole proprietorships and those businesses exempt in T.C.A. 67-4-2008) organized for profit and doing business in Tennessee are subject to the state's franchise tax. Out-of-state companies doing

FRANCHISE TAX:

- Tax on the greater of net worth or book value of property owned or used in Tennessee
- Tax rate is 25 cent per \$100
- Certified Pollution control is exempt. Property rented from the industrial development corporation may be valued by capitalizing it on the books

EXCISE TAX:

- Tax is based on the net earning of the company derived from doing business in Tennessee
- Tax Rate is 6.5%
- Sales outside of Tennessee are not taxed. All capital losses are claimed in the year incurred

business in Tennessee are liable, even if they are not based in Tennessee, but they may apportion their tax base. If you have a question concerning whether or not your business is exempt from this tax, please contact the Tennessee Department of Revenue.

The excise tax is based upon the net earnings of taxable entities conducted within Tennessee. Most businesses (except general partnerships, sole proprietorships and those businesses exempt in T.C.A. 67-4-2008) organized for profit and doing business in Tennessee are subject to the state's excise tax. Out-of-state companies doing business in Tennessee are liable even if they are not based in Tennessee, but they may apportion their tax base. If you have a question concerning whether or not your business is exempt from this tax, please contact the Tennessee Department of Revenue at tn.gov/revenue.

SALES AND USE TAX

The sales and use tax is a consumer-oriented tax imposed on the manufacture, distribution or retail sale of tangible personal property within the state. It also is imposed on many forms of services. Any business that sells, leases or rents tangible personal property or services (unless the business is specifically exempt) is liable.

ASSISTANCE WITH TAXES

The IRS and Tennessee Department of Revenue provide assistance to new and existing businesses to understand and comply with their tax burdens. The IRS sponsors educational workshops that are delivered through Small Business Development Centers throughout the state. You can find contact information for the centers in the Resource Section of this guide. The IRS also publishes free cd's and online video instructions for small business at irs.gov/Businesses/Small-Businesses-&Self-Employed. The Tennessee Department of Revenue publishes a tax guide for new businesses. You can also send questions via e-mail to TN.Revenue@tn.gov.

TAX-BASED INCENTIVES

Tennessee allows businesses a franchise and excise tax credit based on a minimum level of capital investment and number of jobs created. The amount of tax credits and the period of time the credits may be used are determined by the size of the business investment. Typically, the minimum requirements are \$500,000 in capital investment and creation of 25 net new full-time jobs with benefits over a 36-month investment period. Credits include distribution and warehouse, call and data centers, headquarters,

manufacturing, industrial machinery, emerging industry and pollution control equipment. Tax incentives are based on Tennessee statutes that are set forth by the Tennessee State General Assembly. Detailed information on all of the tax credits listed above can be found online at tn.gov/e cd/BD_home.html.

NET OPERATING LOSSES CAN BE CARRIED FORWARD FOR 15 YEARS SALES AND USE TAX:

- 7% state sales tax plus the applicable local rate (1.50% -2.75%) on any person or company who manufactures, distributes or sells tangible personal property within the state
- No Sales Tax is levied on: Purchases, installation, and repairs of qualified industrial machinery

RAW MATERIALS FOR PROCESSING:

- Pollution control equipment for manufacturers
- Reduced sales tax rates for manufactures' use of energy fuel and water (1.5% vs. 7%)
- Qualified industrial supplies items purchased for resale containers, packaging, and wrapping materials
- Additional exemptions of credits may be available

tn.gov/e cd/BD_home.html

WORK OPPORTUNITY & WELFARE-TO-WORK TAX CREDITS

The Work Opportunity Tax Credit and Welfare-to-Work Tax Credit programs are designed to help individuals facing barriers move into gainful employment. The program encourages employers in the private sector to hire job seekers from one of the designated target groups. The target groups are residents of welfare family households, veterans with 181 days active duty who live in a food stamp household, ex-felons who have been convicted or released within the last 12 months, residents and summer youth in HUD-designated depressed “enterprise zones,” food stamp recipients and SSI recipients. The Welfare-to-Work program is designed to encourage long-term employment of welfare recipients. Employers receive tax credits totaling \$3,500 per employee the first year and \$5,000 per employee

the second year. To apply for the tax credits, the application must be postmarked within 21 calendar days following the start date of employment. For more information, call WOTC State Coordinator, at 800-432-5268 ext. 585 or visit tn.gov/labor-wfd and select businesses and employers.

All taxes listed previously in this section constitute most of the taxes common to businesses in Tennessee. Businesses may be liable for other taxes ranging from mortgage registration taxes to auto license taxes. Additionally, the Tennessee General Assembly considers exemptions and adjusts rates in virtually every session. As a business owner, you are encouraged to contact the Tennessee Department of Revenue for the most current tax information. The Department of Revenue’s website is tn.gov/revenue.

ONLINE OR WEB-BASED BUSINESSES:

The state of Tennessee recognizes online or web-based businesses as Tennessee businesses. Tennessee web-based businesses are liable for the same taxes and regulations as businesses with a storefront. Tennessee web-based businesses that sell products or taxable services are required to collect sales tax from their Tennessee consumers. If they sell to consumers outside Tennessee, they are not required to collect sales tax because those consumers are required to pay a use tax to their domestic departments of revenue. More information on this topic can be found online at:

tn.gov/revenue

WORKERS' COMPENSATION

Required in every state except Texas, workers' compensation insurance pays for employees' medical expenses and missed wages if injured while working. In Tennessee, workers' compensation coverage is required for employers that employ five or more persons for pay (construction businesses have stricter requirements). Workers' compensation is acquired through insurance agents who obtain the actual coverage through licensed insurance companies. Due to rating deregulation, rates and premium amounts will vary between insurance companies. If an employer is unable to obtain this coverage, they may submit an application to the Tennessee Workers' Compensation Insurance Plan to get workers' compensation. You should visit twcip.com to find forms and more information about the Tennessee Workers' Compensation Insurance Plan.

UNEMPLOYMENT INSURANCE

Unemployment insurance provides benefits to unemployed workers who have lost their jobs through no fault of their own. Most employers who have workers in Tennessee are liable to pay state unemployment insurance (SUTA) premiums. The Tennessee Department of Labor and Workforce Development, Employment Security division,

administers the unemployment insurance program in Tennessee. You can register your business with the Department of Labor and Workforce Development online through the One Stop Business Resource found at: tnbear.tn.gov/NewBiz/ or call the Department of Labor and Workforce Development at 1-800-344-8337 and select 1 (call 615-741-2346 if out of state).

GENERAL LIABILITY INSURANCE

Many business owners buy general liability or umbrella liability insurance to cover legal hassles due to claims of negligence. These help protect against payments as the result of bodily injury or property damage, medical expenses, the cost of defending lawsuits, and settlement bonds or judgments required during an appeal procedure.



INSURANCE AND BONDING

Insurance is considered a cost of doing business and nearly all businesses need to carry some form of business insurance. Some forms of insurance, such as worker's compensation and unemployment insurance, may be required by the state of Tennessee. Other forms of insurance, like general liability and health insurance, are optional policies that protect your business's physical and human assets. Following is a description of the various types of insurance which can be obtained from a licensed insurance agent.

PRODUCT LIABILITY

Every product is capable of personal injury or property damage. Companies that manufacture, wholesale, distribute and retail a product may be liable for its safety. Additionally, every service rendered may be capable of personal injury or property damage. Businesses are considered liable for negligence, breach of an express or implied warranty, defective products and defective warnings or instructions.

HOME-BASED BUSINESS INSURANCE

Contrary to popular belief, homeowners' insurance policies do not generally cover home-based business losses. Commonly

needed insurance areas for home-based businesses include business property, crime and theft, professional liability, personal and advertising injury, loss of business data and disability.

INTERNET BUSINESS INSURANCE

Web-based businesses may wish to look into specialized insurance that covers liability for damage done by hackers and viruses. In addition, e-insurance often covers specialized online activities, including lawsuits resulting from meta tag abuse, banner advertising or electronic copyright infringement.

CRIMINAL INSURANCE

No matter how tight security is in your workplace, theft and malicious damage are always possibilities. While the dangers associated with hacking, vandalism and general theft are obvious, employee embezzlement is more common than most business owners think. Criminal insurance and employee bonds can provide protection against losses in most criminal areas.

BUSINESS INTERRUPTION INSURANCE

Some businesses may wish to acquire insurance that covers losses during natural disasters, fires and other catastrophes that may cause

the operation to shut down for a significant amount of time.

KEY PERSON INSURANCE

In addition to a business continuation plan that outlines how the company will maintain operations if a key person dies, falls ill, or leaves, some companies may wish to buy key person insurance. This type of coverage is usually life insurance that names the corporation as a beneficiary if an essential person dies or is disabled.

MALPRACTICE INSURANCE

Some licensed professionals need protection against payments as the result of bodily injury or property damage, medical expenses, the cost of defending lawsuits, investigations and settlements, and bonds or judgments required during an appeal procedure.

BUSINESS PROPERTY INSURANCE

Business property insurance protects your building and equipment investments and natural disasters such as tornadoes, floods and earthquakes. You may also want to get a fire insurance policy included in your property insurance policy, especially if your building is physically attached to other businesses.

BONDING

Some small businesses, especially those performing contracting services, will be asked to bond its work in advance. A bond is a financial guarantee that you will honor a business contract. In some states certain types of contractors are required to be bonded. A bond (sometimes referred to as a surety bond) is a third party obligation promising to pay if a vendor does not fulfill its valid obligations under a contract. There are various types of bonds: license, performance, bid and payment bonds. A performance bond is a guarantee that you will perform work in accordance with the terms of a contract. A bid bond is a guarantee that you will perform work if the bid is won by you. An indemnity bond promises to reimburse loss incurred if you fail to perform or if you fail to pay other vendors in the performance of the contract. A license bond is required by some





states for specific businesses. In some cases you pay the state directly rather than obtaining a bond. A payment bond promises you will pay all subcontractors and material providers utilized in the performance of a contract. Contact your insurance agent to obtain a bond and/or ask the SBA about their surety bond program.

TENNESSEE JOBS TAX CREDIT FOR EMPLOYING PERSONS WITH DISABILITIES

Employers may be eligible for a tax credit if they hire employees with disabilities who have received vocational rehabilitation services through the state Division of Rehabilitation Services. Entities doing business in the state of Tennessee that create new jobs, either full time or part time, that are filled by individuals with disabilities may be entitled to a one-time job tax credit.

T.C.A. § 67-4-2109(f) provides for a job tax credit of \$5,000 for each net new full-time employee job and a credit of \$2,000 for each net new part-time employee job for employment of persons with disabilities who are receiving Tennessee state services directly related to the disabilities.

Employment of the person with a disability must create a net increase in the number of persons with disabilities employed by the taxpayer within the 90-day period immediately preceding the employment. The taxpayer must provide the qualifying employment for at least 12 consecutive months for no less than the minimal hours per week as described in the enacting legislation.

To claim the tax credit, the taxpayer must file a plan with the Tennessee Department of Revenue, Taxpayer and Vehicle Services Division on or before the last day of the fiscal year in which the employment begins and must state the number of persons with disabilities newly employed. Information about the job tax credit can be found in the Taxpayer and Vehicle Services Division's Franchise and Excise Tax Guide on the Department of Revenue's website at tn.gov/revenue/tntaxes/fae.shtml. The Jobs Tax Credit Business Plan form can be found at tn.gov/revenue/forms/fae/f1308601.pdf.



RESONSIBILITIES AND
REGULATIONS

If a company employs people to work in the business, it is considered an employer by Tennessee's definition. As an employer, the company has certain responsibilities under various state and federal laws as well as certain regulations that it must follow.

RESPONSIBILITIES

Employer responsibilities fall primarily in the areas of wages, unemployment compensation, taxes, and labor practices and standards. The Fair Labor Standards Act (FLSA) establishes minimum wage, overtime pay, record keeping and child labor standards affecting your full- and part-time workers. The FLSA allows the company to set rules on vacation time, holiday days off, severance pay, premium pay for holidays or weekends, pay raises and sick pay.

The U.S. Department of Labor provides the publication "Handy Reference Guide to the Fair Labor Standards Act" for employers. Regulations for implementing the FLSA among other references and resources can be found at dol.gov/compliance/laws/comp-flsa.htm#overview. The Family and Medical Leave Act (FMLA) is designed to help employees balance work and family responsibilities by allowing unpaid leave for certain family and medical reasons. The law requires employers of 50 or more employees

to give up to 12 weeks of unpaid, job-protected leave to eligible employees for the birth or adoption of a child or for the serious illness of the employee or a spouse, child or parent.

The company is also required to follow federal Occupational Safety and Health (OSHA) rules. Standards vary with the three broad classifications of businesses: agricultural, construction and general industry. If the organization has 11 or more employees, you must maintain records in accordance with OSHA rules. You can find a list of all of OSHA rules at osha.gov. The state of Tennessee provides employers, especially smaller employers, assistance to help them achieve a safe and healthful workplace for their employees. The Tennessee Occupational Safety and Health Administration (TOSHA), consultative services offers both occupational safety and industrial hygiene services to manufacturing, construction, and other types of businesses in Tennessee. This no-cost service is designed to assist employers in developing or enhancing safety and health management systems. The industrial hygienist and occupational safety specialist will identify safety and health hazards and help you implement cost-effective hazard control solutions. Contact TOSHA by phone at (615) 741-2793 or 1-800-249-8510.

REGULATIONS

Different types of business activities are regulated at the state and federal level. These regulations deal with licensing of certain jobs, as well as protecting the public welfare in such areas as business practices, standard weights and measures, and pollution control.

Municipalities generally regulate or zone the location of different types of businesses. Entrepreneurs are encouraged to contact their local zoning boards and/or county clerk's offices for this information.

Different types of professions are regulated at the state and federal level. The Tennessee Department of Commerce and Insurance licenses and regulates certain non-medical professions in order to insure a standard level of skills and business practices for public safety. Visit the Tennessee Department of Commerce and Insurance online at tn.gov/commerce for more information.

Department of Intellectual and Developmental Disabilities (DIDD) supports Tennesseans with intellectual and developmental disabilities, and is tasked with licensure for personal support services (tn.gov/didd/Licensure/Licensure.shtml). The Department of Mental Health and Substance Abuse Services (MHSAS) Office of

REGULATORY BOARDS:

- Accountancy
- Alarm Systems Contractors Board
- Architectural & Engineering Examiners
- Auctioneer Commission
- Barber Examiners
- Collection Service
- Contractors/Home Improvement License
- Cosmetology
- Employee Leasing
- Funeral Directors, Embalmers, Burial & Cemetery Services Advisory
- Home Inspector Licensing Advisory
- Land Surveyors
- Locksmith Licensing Program Advisory
- Motor Vehicle Commission
- Private Investigation & Polygraph Commission
- Private Protection Services Advisory
- Race Track Licensing Program
- Real Estate Appraisers
- Real Estate Commission
- Scrap Metals Registration Program

tn.gov/regboards

Licensure, Review and Investigation is responsible for protecting Tennesseans who need mental health, developmental disability, alcohol and drug abuse, and personal support services by applying the department's licensure rules (tn.gov/mental/licensure/licensure.html). A facility/agency that serves both populations, MH and ID/DD, needs to have licenses from both departments.

The DIDD Office of Risk Management and Licensure functions to protect the interest of tax-paying citizens against unlicensed service providers, unsafe environments, inadequate education and training of personnel, physical and mental abuse and any unscrupulous acts deemed detrimental to the treatment and general welfare of persons with intellectual and developmental disabilities. This also includes those in need of personal support services.

The Tennessee Department of Environment and Conservation (TDEC) regulates environmental output of businesses. TDEC issues air, water, waste, radiological and natural resource permits. TDEC is online at tn.gov/environment.

If you are not sure if your business is regulated by the state of Tennessee, contact the Division of Regulatory Board at (615) 741-3449 or visit them online at tn.gov/regboards.

HIRING EMPLOYEES

Understanding your regulatory requirements as an employer is crucial to the success of your business. Before hiring employees, you need to get an Employment Identification Number (EIN) from the U.S. Internal Revenue Service (IRS). The IRS requires you to keep all records of employment taxes for at least four years. These records include Federal Income Tax Withholding (Form W-4) and Federal Wage and Tax Statement (Form W-2). Form W-4 must be signed by the employee on or before the date of employment. The employer must then submit the form to the IRS and maintain a copy for their records. Visit irs.gov to obtain an EIN and find Form W-4. Form W-2 reports wages paid and taxes withheld for each employee. This form must be submitted to the Social Security Administration by the last day of February for employees who worked the previous calendar year. Copies of Form W-2 should be sent to employees by January 31 following the previous calendar year. To find Form W-4 visit socialsecurity.gov.

In addition to Forms W-4 and W-2, federal law requires employers to verify an employee's eligibility to work in the United States. Within three days of hire, employers must complete an Employment Eligibility Verification Form (Form I-9) and keep the form on file for

three years after the date of hire. The U.S. Immigration and Customs Enforcement (ICE) agency conducts routine audits to ensure employers are following the law. You can find Form I-9 at uscis.gov.

The Personal Responsibility and Work Opportunity Reconciliation Act of 1996 require employers to report newly hired and re-hired employees to a state directory within 20 days of their hire date. You can access Tennessee's New Hire Reporting system at tnnewhire.com.





TARGETED
BUSINESSES

AND ADDITIONAL TOPICS

This section contains information on a variety of topics an entrepreneur or small business owner may find helpful. The topics include home and internet based businesses, inventors, patent, copyright and trademark, government contracting, disabled business owners, export and regulatory assistance.

HOME AND INTERNET-BASED BUSINESS

If you are considering a home-based business, you should contact your local zoning and building codes office or commission to find out if you need special targeted businesses and topics permits. In addition to a local zoning permit, you may need to obtain a business license from your county clerk office to run your home-based or internet-based business. This requirement depends on how much income you earn and varies by county in Tennessee. In addition, you may need to look at business insurance, because homeowners' insurance policies do not generally cover home-based business losses. Common insurance areas for home-based businesses include business property, professional liability, personal and advertising injury, loss of business data and crime insurance.

Internet and catalog businesses are required to collect sales tax from customers living in Tennessee.

Tennessee does not require businesses to collect sales tax from non-citizens of Tennessee. Other states may require you to pay tax for sales in their state. Visit tn.gov/revenue to find more information about Tennessee taxes.

Original writings, artwork, photographs and other forms of authorship protected may be protected by copyright. Visit the U.S. Copyright Office online to find the procedures for copyright registration for online works (Circular 66) at copyright.gov.

The Internet Corporation for Assigned Names and Numbers (ICANN) has accredited over 860 registrars that offer domain name (website address) registration. The ICANN registrars allow business owners to purchase a domain name, or purchase a domain name and package of services such as web hosting services. Visit icann.org for a list of accredited registrars. Internet-based businesses should look into insurance that covers liability for damage done by hackers and viruses, lawsuits, banner advertising or electronic copyright infringement.

INVENTORS

The first step for applying for a patent is to conduct a patent search online at the United States Patent and Trademark Office (USPTO) to see if any current patents that match



your idea. Once you have searched for existing patents, you can then start the process of applying for a patent with the USPTO. The type of patent you apply for depends on your product. The most common patent filed is the non-provisional utility patent, according to the USPTO.

An important note is that the “poor man’s patent” will not protect your invention. This idea that by writing a description of your invention and mailing it to yourself or someone else by mail or certified mail will protect your invention is not true and may hurt your later patent rights. You can build the prototype before or after receiving your patent from the USPTO. The prototype is a working model of the product that you intend to bring to market. It is often used to obtain financing for the mass production of the product. You will also need a business plan to obtain financing from banks and other lenders. You want to

highlight how the product will be manufactured and your marketing plan for the product.

The Inventors Assistance Center (IAC) within the USPTO provides patent information and services to the public. The IAC can answer general patent examination questions, direct calls to appropriate USPTO personnel, assist you with forms and provide general information concerning rules, procedures and fees. The IAC is online at uspto.gov or call 1-800-786-9199.

The Tennessee Inventors Association (TIA) is an organization of inventors. The TIA has members all across Tennessee and as far away as Ohio and Virginia. The TIA is a great resource for inventors, innovators and entrepreneurs. The TIA provides seminars, information and guidance to those involved in innovation. The TIA has produced an inventor’s guide that provides step-by-step instruction on how to take your idea to a functioning product. The guide includes information about establishing a date of originality, patent protection, licensing, prototypes and the inventor’s log. This guide is free to all members of the TIA. You can join the TIA by visiting their website at tninventors.org.

PATENTS, COPYRIGHTS AND TRADEMARKS

A patent for an invention is the grant of a property right to the inventor issued by the United States Patent and Trademark Office. According to the United States Patent and Trademark Office, there are three types of non-provisional patents: utility, design and plant patents. A utility patent is granted to anyone who invents or discovers a new and useful process, machine, article of manufacture, or composition of matter, or an improvement of the before mentioned. Design patents may be granted to anyone who invents an original and decorative design for an article of manufacture. Plant patents are granted to anyone who invents or discovers and asexually reproduces any distinct and new variety of plant. There are two types of utility and plant patents, which are the provisional and non-provisional patent. The provisional patent was designed to provide a lower-cost first patent filing in the United States. The provisional patent is granted for a term of 12 months with no official patent claim, oath or declaration, or any information disclosure statement. The non-provisional patent is a complex legal document, best prepared by a patent lawyer or a trained professional.

As stated by the Library of Congress' Copyright Office (copyright.gov), "A

Copyright is a form of protection provided to the authors of 'original works of authorship' including literary, dramatic, musical, artistic and certain other intellectual works, both published and unpublished." A copyright is the protection of the creative expression of an idea not the idea. You can copyright the actual steps or methods of creating an object but not a list of items used to create the object.

You may wish to protect your company name and/or service mark in the state of Tennessee by obtaining a state trademark. As a business owner, you can obtain a state trademark, which will protect your business name and/or service mark within Tennessee for five years. You may also wish to protect your company name and/or symbol in the U.S. by obtaining a federal trademark. As a business owner, you can obtain a federal trademark, which will protect your business name and/or symbol within the United States for 10 years.

You may want a combination of copyright, patent and trademark protection for your work. More detailed information on patents, copyrights and trademarks can be found online at uspto.gov. You should consult an attorney to determine which form(s) of intellectual property protection best corresponds to your individual situation.

TECHNOLOGY-BASED BUSINESS

Launch Tennessee (LaunchTN) is a public-private partnership with the Tennessee Department of Economic and Community Development focused on supporting the development of high-growth companies with the ultimate goal of fostering job creation and economic growth through developing new and expanding existing programs in entrepreneurship and commercialization, capital networks and outreach. Information on LaunchTN (formerly the Tennessee Technology Development Corporation) is online at launchtn.org.

Oak Ridge National Laboratory (ORNL) is a multi-program science and technology laboratory managed for the U.S. Department of Energy by UT-Battelle, LLC. ORNL offers a variety of services to small businesses focused on science and technology. The Small Business University offers online training or training slides of various subjects to help develop critical areas of small businesses. The ORNL Mentor-Protégé Program is designed to assist energy-related firms in an effort to enhance their capability to perform contracts and subcontracts for Oak Ridge National Laboratory.

ORNL purchases supercomputers, office supplies, office buildings and other items through their extensive

program to award subcontracts to American small businesses.

Life Science Tennessee is a statewide member organization of scientists, researchers, academicians, and business professionals working to advance and grow the life science industry in Tennessee through advocacy, partnerships and alignment with economic and workforce development involved in discovery and application of life sciences products and related services that improve the health and well-being of people throughout the world. Visit lifesciencetn.org for more information.

VETERAN-OWNED BUSINESSES

The Tennessee Small Business Development Center (TSBDC) has published Tennessee Veterans Business and Resource Planning Guide, a comprehensive startup guild for veterans. You can find the guide online at tsbdc.org.

The University of Tennessee Center for Industrial Services Procurement Technical Assistance Center (UT PTAC) hosts annual veterans' business conferences. The conferences features interactive workshops, networking opportunities and sessions that focus on doing business with the governments. Visit cis.tennessee.edu/training for more information.

Veterans, service-disabled veterans and their dependents or survivors can receive business assistance with the SBA Tennessee District Office of the Office of Veterans Business Development located in Nashville, Tenn., by calling (615) 736-7176. The SBA offers special terms on loan programs as well as other resources to veterans and members of the military community. To learn more visit sba.gov/offices/headquarters/ovbd.

The U.S. Department of Veterans Affairs Center for Veterans Enterprise (CVE) maintains the only federally controlled database registry for veteran-owned small business VetBiz Vendor Information Pages (VIP). It can be accessed online at vetbiz.gov. The Department of Defense (DoD) has undertaken an aggressive outreach effort to identify veteran and service-disabled veteran-owned small businesses for prime and subcontracting opportunities. To learn more visit acq.osd.mil/osbp.

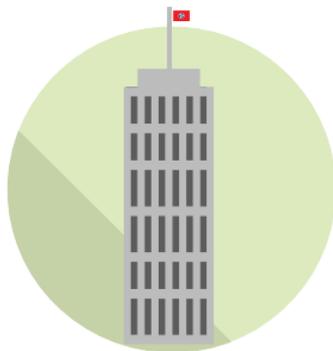
FEDERAL GOVERNMENT CONTRACTING

The Center for Industrial Services (CIS) is an agency of the University of Tennessee (UT) Institute of Public Service. UT-CIS helps Tennessee's manufacturers become more productive by new production techniques or business practices. UT-CIS also provides the service

of the Procurement Technical Assistance Center (PTAC). PTAC is a local resource available at no or nominal cost that can provide assistance to business firms in marketing products and services to the federal government and its prime contractors. PTAC is an arm of the U.S. Department of Defense National Procurement Technical Assistance Program (PTAP). UT-CIS is online at cis.tennessee.edu.

STATE GOVERNMENT CONTRACTING

The Governor's Office of Diversity Business Enterprise (Go-DBE) focuses on ensuring that minority, women, service-disabled veterans and small businesses are afforded a fair and equal opportunity to participate in state procurement activities and contract awards. Minority, women, service-disabled and small businesses interested in





LOCAL GOVERNMENT CONTRACTING

If you are new to government contracting, a first step is to do business with your local government. Generally, local government processes are easier to understand. It can take less time to get accustomed to how it operates, making you more likely to win bids. Many of the larger municipalities have formal vendor programs with staff that provide assistance to small, veteran, minority and women-owned businesses, including Nashville, Memphis, Knoxville and Chattanooga. For more information, visit your municipality's web site or contact its finance or procurement office (tn.gov/local).

BUSINESS OWNERSHIP CERTIFICATIONS

Often times, larger entities such as corporations or government agencies will request that small, veteran, minority- or women-owned businesses become certified. Certifications provide third-party verification to help entities make decisions about a potential vendor. Information includes: owner(s) involvement and control of the daily operations of their business; business operational capabilities; and ethnic and gender information about the owner(s). Because the information collected during the certification process can be

doing business with the state are required to register with the office. Businesses will be interviewed and assessed for a determination of procurement interests and qualifications such as licensing, bonding and certification. To register, certify and review the list of certified diversity companies, visit Go-DBE at tn.gov/diversity.

The Tennessee Department of Transportation provides assistance to disadvantaged business enterprises through their Civil Rights Office Small Business Development Program. The program assists with program management and development, government compliance, community development, workforce development and human resource management. To learn more go to tdot.state.tn.us/civil-rights-smallbusiness.

specific to a particular corporation or industry, there is not one universal certification used by all organizations. In Tennessee, certification programs are offered by the Governor's Office of Diversity Business Enterprise, Tennessee Department of Transportation, U.S. Small Business Administration, TriState Minority Supplier Development Council, Women's Business Enterprise South Council and National Women Business Owners Corporation. The first step in deciding if you need a certification is to evaluate whether the companies you do business with (or want to do business with) require vendors to have a particular certification. If you are pursuing federal government work, you should consider an SBA certification; state government work, then Go-DBE; TDOT and airport work, then TDOT; private corporations only, then minority supplier development council or one of the national women's certification groups.

BUSINESS OWNERS WITH DISABILITIES

The Tennessee Department of Human Services Vocational Rehabilitation (VR) is a federal and state-funded program providing services to help individuals with disabilities enter or return to employment. Individuals who qualify for their services can participate in their Self-Employment Program.

Individuals approved for the program must create and present a business plan to a panel of advisors. Approved individuals can receive up to \$5,000 in business services for the business; 50/50 match funds may be available up to \$10,000. However, SSI and SSDI recipients are exempt from the match requirement. To learn more about the Self-Employment program, contact your regional VR Office or call (615) 313-4898. The website for Vocational Rehabilitation is tennessee.gov/humanserv/rehab/vrs.html.

AGRI-TOURISM AND PICK TENNESSEE PRODUCTS

The Tennessee Department of Agriculture provides assistance to farmers, agribusinesses, commodity organizations and consumers. Services are delivered through the Pick Tennessee Products marketing campaign and include: direct sales



contacts; media activities and promotions; regular press releases and seasonal features; compilation of directories of producers; support of commodity group activities; agri-industry recruitment; expansion of existing businesses; one-on-one counseling; partnership with other agencies. Visit picktnproducts.org for more information.

The Center for Profitable Agriculture (CPA) is a partnership between the Tennessee Farm Bureau Federation and the University of Tennessee Institute of Agriculture. CPA works to increase the value of Tennessee's economy through new, expanded and improved processing and marketing of agricultural, aquacultural and forestry products. Find more information about CPA at ag.tennessee.edu/cpa.

EXPORTING

A number of companies and agencies are available to help expand small business into the worldwide marketplace.

The U.S. and Foreign Commercial Service, established in 1980 by Congressional mandate, assist and increase American exporter's visibility in overseas markets. The mission of the International Trade Administration (ITA) is to increase the number of small- and medium-size firms that engage in international trade. Domestic

international trade specialists work closely with the commercial officers based at U.S. embassies abroad to provide counseling and other promotion services to American companies with export potential (export.gov, trade.gov).

The International Trade Centers (ITC) provides export assistance to exporting firms that are new to the exporting business. The ITC can offer one-on-one counseling at any SBDC office across the state. In addition to

EXPORT CONTACT LIST:

- ITA: U.S. DOC, International Trade Administration
trade.gov
- USCS: U.S. Commercial Service
export.gov
- TDA: Tennessee Department of Agriculture
picktnproducts.org
- ITC: TSBDC International Trade Centers
itc-tsbdc.org
- TNECD: TNTrade
tn.gov/ecd/tntrade
- FITA: Federation of International Trade Association
fita.org

counseling, ITC sponsors continuing education seminars and workshops across the state.

The Tennessee Department of Agriculture has a division of marketing that provides services specifically to Tennessee farmers and agri-businesses that wish to export. It offers services in hosting foreign buyer visits, participating in trade shows and sales missions, identifying foreign import requirements and assistance in obtaining appropriate documentation, conducting seminars highlighting agricultural exports, and disseminating trade leads and other trade information.

TNTRADE

TNTrade is a statewide initiative designed to help small- and medium- size businesses boost exports. Developed to foster an export culture among the state's small- and medium-size enterprises (SMEs), TNTrade offers Tennessee businesses export development assistance in key foreign markets, export education and networking opportunities. Export assistance representatives located in China, Mexico, Germany and the United Kingdom provide Tennessee companies with business development services such as market analysis and customer matchmaking. TNTrade Academy

offers grants and programs that provide Tennessee businesses with export education and resources. To learn more about the TNTrade opportunities available to Tennessee companies, visit tn.gov/ecd/tntrade.
next steps

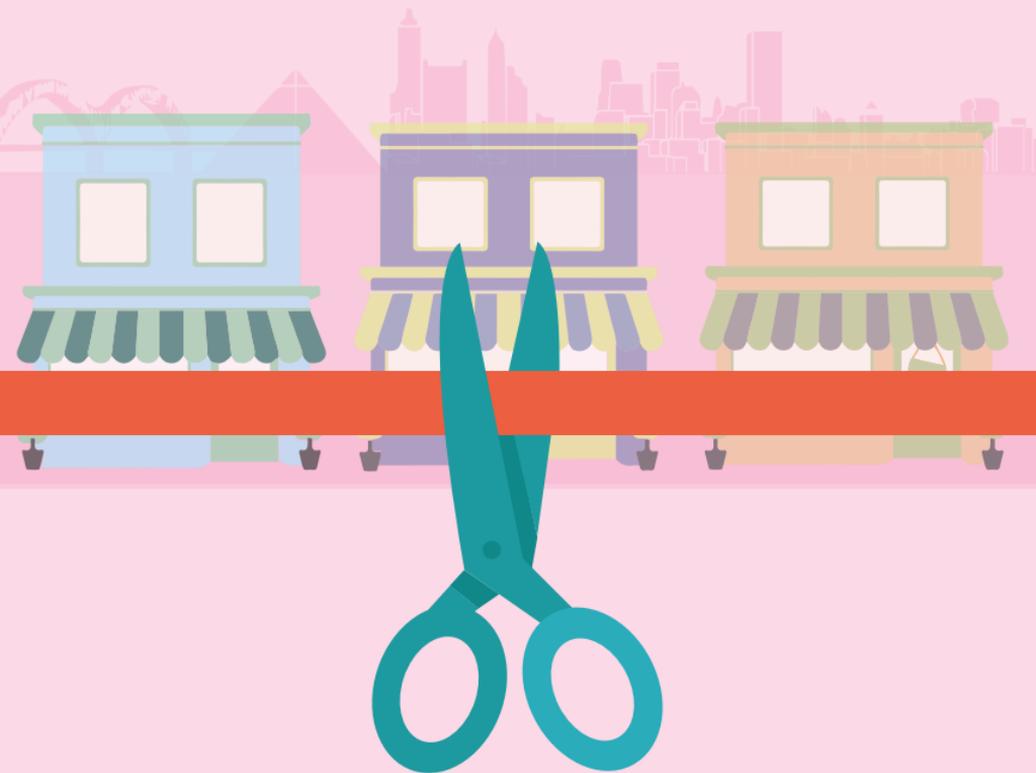
REGULATORY ASSISTANCE

Housed within the SBA, the National Ombudsman assists small businesses when they experience excessive or unfair federal regulatory enforcement actions. The National Ombudsman acts as a liaison between small business owners and federal agencies. The National Ombudsman receives comments from small business concerns and acts as a liaison between them and federal agencies. Comments received from small businesses, are forwarded to federal agencies for a high level review and federal agencies are requested to consider the fairness of their enforcement action. A copy of the agency's response is sent to the small business owner by the Office of the National Ombudsman. In some cases, fines have been lowered or eliminated and decisions changed in favor of the small business owner. The ombudsman can be contacted by email at ombudsman@sba.gov or phone at (888) 734-3247. The website is sba.gov. The Office of Small Business Advocate, housed within Tennessee's Comptroller of the Treasury, serves as a point

of contact to state government for owners of businesses with 50 or fewer employees. The office assists in the resolution of issues concerning small businesses and state departments and agencies. For more information call 1-866-831-3750 or visit comptroller.tn.gov/OSBA.

The Tennessee Department of Environment and Conservation, (TDEC) Office of Environmental Assistance (OEA) program, provides information and non-regulatory support to businesses. The OEA has a Small Business Environmental Assistance Program (SBEAP) that provides technical, administrative, and regulatory support for small businesses. The SBEAP works as a liaison between the regulatory agencies and small business. Reach the SBEAP by phone at 1-800-734-3619 or by e-mail at bgsbeap@tn.gov.





RESOURCES

MENTAL HEALTH AND SUBSTANCE ABUSE SERVICES (MHSAS):

MHSAS is the state's mental health and substance abuse authority. Its mission is to plan for and promote the availability of a comprehensive array of quality prevention, early intervention, treatment, habilitation, and rehabilitation services and supports based on the needs and choices of individuals and families served. Treatment and prevention services are provided by community-based agencies through individual contracts.

To become a provider visit the Office of Licensure website at tn.gov/mental/licensure/licensure.html

DEPARTMENT OF INTELLECTUAL AND DEVELOPMENTAL DISABILITIES (DIDD):

DIDD is the state agency responsible for providing services and supports to Tennesseans with intellectual disabilities. DIDD provides services directly or through contracts with community providers in a variety of settings. These settings range from institutional care to individual supported living in the community. To become a provider visit tn.gov/didd/provider_agencies for guidance.

HEALTH RELATED BOARDS

- Athletic Trainers
- Acupuncture
- Alcohol and Drug Abuse Counselors
- Chiropractic Examiners
- Clinical Perfusionist
- Communications Disorders and Sciences
- Dentistry
- Dietitians and Nutritionist
- Dispensing Opticians
- Electrolysis Examiners
- Emergency Medical Services
- Hearing Instrument Specialist
- Massage
- Medical Examiners
- Medical Laboratory
- Nursing
- Nursing Home Assistant
- Occupational Therapy
- Optometry
- Osteopathic Examination
- Pharmacy
- Physical Therapy
- Physicians Assistant
- Podiatric Medical Examiners
- Professional Counselors and Marital and Family Therapist
- Professional Midwifery
- Psychology
- Respiratory Care
- Reflexology
- Social Work
- Veterinary Medical Examiners
- X-Ray Operators

health.state.tn.us/providers.htm

RESOURCES CONTACTS

BERO

312 Rosa L. Parks Ave., 26th Floor
Nashville, TN 37243
Ph. (615) 741-2626 or
1-800-872-7201

DEVELOPMENTS DISTRICTS

East TN Dev. District
P.O. Box 249
Alcoa, TN 37701
Ph. (865) 273-6003

First TN Dev. District
3211 North Roan St.
Johnson City, TN 37601
Ph. (423) 928-0224

Greater Nashville Regional Council
501 Union St., 6th Floor
Nashville, TN 37219
Ph. (615) 862-8828

Memphis Area Assoc. of Govt.
8289 Cordova Rd., Suite 103
Cordova, TN 38016
Ph. (901) 729-2871

Northwest TN Dev. District
124 Weldon Dr.
Martin, TN 38237
Ph. (731) 587-4213

Southeast TN Dev. District
P.O. Box 4757
Chattanooga, TN 37405
Ph. (423) 266-5781

South Central TN Dev. District
101 Sam Watkins Blvd.
Mount Pleasant, TN 38474
Ph. (931) 379-2929

Southwest TN Dev. District
102 E. College St.
Jackson, TN 38301
Ph. (731) 668-7112

Upper Cumberland Dev. District
1225 S. Willow Ave.
Cookeville, TN 38506
Ph. (931) 432-4111

GO-DBE

Go-DBE
312 Rosa L. Parks Ave., 3rd Floor
Nashville, TN 37243
Ph. 1-866-894-5026

INCUBATORS

CEED
158 Madison Ave., Suite 101
Memphis, TN 38103
Ph. (901) 525-6512

CET Life Sciences Center
111 10th Ave. S., Suite 110
Nashville, TN 37203
Ph. (615) 255-6270

Cleveland-Bradley Business
Incubator
3505 Adkisson Dr., Suite 156
Cleveland, TN 37312
Ph. (423) 478-6476

Cumberland Business Incubator
2569 Cook Rd.
Crossville, TN 38571
Ph. (931) 456-4910

Cumberland Univ. Culinary Center
One Cumberland Square
Lebanon, TN 37087
Ph. (615) 547-1376

Entrepreneur Center
41 Peabody St.
Nashville, TN 37210
Ph. (615) 873-1257

Emerge Memphis
516 Tennessee St.
Memphis, TN 38103
Ph. (901) 312-7700

ETSU Innovation Laboratory
2109 W. Market St., Suite 120
Johnson City, TN 37604
Ph. (423) 439-8500

Fairview Technology Center
17 Market Square, #201
Knoxville, TN 37902
Ph. (865) 546-5887

Four Lake Authority
702 McMurry Blvd.
Hartsville, TN 37074
Ph. (615) 374-4607

Holston Business Dev. Center
2005 Venture Park
Kingsport, TN 37660
Ph. (423) 578-6235

The INCubator
811 Broad St.
Chattanooga, TN 37402
Ph. (423) 756-2121

Memphis BioWorks
20 S. Dudley, Suite 900
Memphis, TN 38103
Ph. (901) 866-1400

Nashville Business Incubation Center
315 10th Ave. N., Suite 108
Nashville, TN 37203
Ph. (615) 963-7184

Regional Business Technology
Incubator
Tennessee Tech University
One University Dr.
Media Ctr., Room. 425
Cookeville, TN 38505
Ph. (931) 372-6333

UM Center for Entrepreneurship
and Innovation
365 Innovation Dr., Room 326
Memphis, TN 38152
Ph. (901) 678-5266

UT Technology Incubator
2450 E.J. Chapman Dr.
Knoxville, TN 37996-0001
Ph. (865) 974-4607

Tech 20/20
1020 Commerce Park Dr.
Oak Ridge, TN 37830
Ph. (865) 220-2020

MBDA

Minority Business Dev. Agency
158 Madison Ave., Suite 101
Memphis, TN 38103
(901) 528-1432

NONPROFITS

Alliance Nonprofit Excellence
1919 Lynnfield Rd., Suite 200
Memphis, TN 38119
Ph. (901) 684-6605
npexcellence.org

Center For Non-Profit Management
41 Peabody St.
Nashville, TN 37210
Ph. (615) 259-0100
cnm.org

PATHWAY LENDING

201 Venture Circle
Nashville, TN 37228
Ph. (615) 425-7171

REGIONAL ACCELERATORS

Launch Tennessee
LaunchTN.org

SBA

SBA - Memphis
555 Beale St.
Memphis, TN 38103
Ph. (901) 526-9300

SBA - Nashville
2 International Dr., Suite 500
Nashville, TN 37217
Ph. (615) 736-5881

SCORE

Bristol SCORE
30 Sixth St., 2nd Floor
Bristol, TN 37620
Ph. (423) 989-4866

Chattanooga SCORE
Franklin Bldg.
5726 Marlin Rd., Suite 515
Chattanooga, TN 37411
Ph. (423) 553-1722

Greater Knoxville SCORE
412 N. Cedar Bluff Rd., Suite 450
Knoxville, TN 37923
Ph. (865) 692-0716

Memphis SCORE
Clark Tower
5100 Poplar Ave., Suite 1701
Memphis, TN 38137
Ph. (901) 544-3588

Northeast Tennessee SCORE
112 E. Myrtle Ave.
Professional Bldg., Suite 408
Johnson City, TN 37601
Ph. (423) 461-8051

SCORE Nashville
2 International Dr., Suite 500
Nashville, TN 37217
Ph. (615) 736-7621

TN MAIN STREET

312 Rosa L. Parks Ave., 26th Floor
Nashville, TN 37243
Ph. (615) 253-1894

TSBDC

Austin Peay State University
601 College St.
McReynolds Bldg., Office 11
Clarksville, TN 37040
Ph. (931) 221-1370

Chattanooga State Comm. College
Business Dev. Center
100 Cherokee Blvd., Suite 202
Chattanooga, TN 37405
Ph. (423) 756-8668

Cleveland State Comm. College
Technology Bldg., Room 126
3535 Adkisson Dr. NW
Cleveland, TN 37320
Ph. (423) 614-8707

Dyersburg State Comm. College
1510 Lake Rd.
Dyersburg, TN 38024
Ph. (731) 286-3201

ETSU Innovation Laboratory
2109 W. Market St.
Johnson City, TN 37604
Ph. (423) 439-8505

JSCC - Jackson Area
Chamber of Commerce
197 Auditorium St.
Jackson, TN 38301
Ph. (731) 424-5389

KOSBE Office (ETSU Satellite)
400 Clinchfield St., Suite 100
Kingsport TN 37660
Ph. (423) 392-8825

MTSU Rutherford Co.
Chamber of Commerce
3050 Medical Center Pkwy.
Murfreesboro, TN 37129
Ph. (615) 898-2745

MTSU - Columbia Satellite Office
Maury Alliance
106 W. 6th St.
Columbia, TN 38402
Ph. (931) 388-2155

Pellissippi State Comm. College
Knoxville Area Chamber Partnership
17 Market Square #201
Knoxville, TN 37902
Ph. (865) 246-2663

PSTCC - Maryville Satellite Office
Blount County Chamber
201 S. Washington St.
Maryville, TN 37804
Ph. (865) 983-2241

Roanne State Comm. College
Oak Ridge Chamber of Commerce
1400 Oak Ridge Turnpike
Oak Ridge, TN 37830
Ph. (865) 483-2668

Southwest TN Comm. College
Parrish Bldg., Room 134
737 Union Ave.
Memphis, TN 38103
Ph. (901) 333-5085

STCC – Memphis Satellite Office
Memphis Renaissance Center
555 Beale St.
Memphis, TN 38013
Ph. (901) 526-9300

Tennessee State University
Avon Williams Campus
330 10th Ave. N.
Nashville, TN 37203
Ph. (615) 963-7179

Tennessee Tech University
College of Business Administration
1105 N. Peachtree
Cookeville, TN 38505
Ph. (931) 372-3670

UT Martin REED Center
406 S. Lindell St.
Martin, TN 38237
Ph. (731) 587-7333

Volunteer State Comm. College
Betty Gibson Hall
1480 Nashville Pike
Gallatin, TN 37066
Ph. (615) 230-4780

USDA

Chattanooga Area Office
103 Cherokee Blvd., Suite 2A
P.O. Box 4941
Chattanooga, TN 37405
Ph. (423) 756-2239 ext. 2

Cookeville Area Office
Fountain Court, Suite K
390 S. Lowe Ave.
Cookeville, TN 38503
Ph. (931) 528-6539 ext. 2

Greeneville Area Office
214 N. College St., Suite 300
Greeneville, TN 37744
Ph. (423) 638-4771 ext. 4

Jackson Area Office
West Towne Commons
85G Stonebrook Place
Jackson, TN 38305
Ph. (731) 668-2091 ext. 2

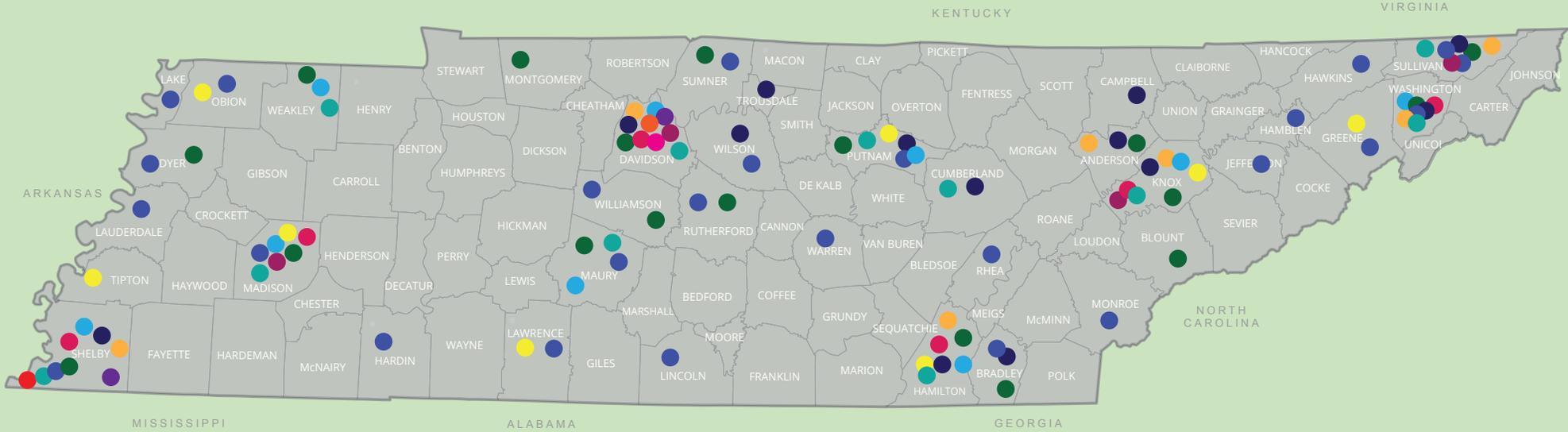
Knoxville Area Office
4730 New Harvest Ln., Suite 300
Knoxville, TN 37918
Ph. (865) 523-3338 ext. 4

Lawrenceburg Area Office
237 Waterloo St.
Lawrenceburg, TN 38464
Ph. (931) 762-6913 ext. 4

Nashville Area Office
3322 West End Ave., Suite 302
Nashville, TN 37203
Ph. (615) 783-1359

Union City Area Office
1216 Stad Ave., Suite 3
Union City, TN 38281
Ph. (731) 885-6480 ext. 4

TENNESSEE SMALL BUSINESS RESOURCE MAP



- BERO
tn.gov/ecd/bero
- MBDA
mbda.gov
- SCORE
score.org
- USDA
rurdev.usda.gov/tn
- Development Districts
tennesseedevelopmentdistricts.org
- Pathway Lending
pathwaylending.org
- TN Main Street
tennesseemainstreet.org
- UT-CIS
cis.tennessee.edu
- GO-DBE
tn.gov/diversity
- Regional Accelerators
launchtn.org
- TSBDC
tsbdc.org
- Incubators
nbia.org
- SBA
sba.gov



tn.gov/ecd/bero



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and Community Development,
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