

Table of Contents

<u>Knowing Chandler</u>	Introduction	2
	Demographics	3
	City Services	7
	Business Resources	10
	Further Resources	14
<u>Starting Your Business</u>	Checklist	18
	Business Plan	19
	Structure & Name	20
	Further Resources	22
<u>Financing Your Business</u>	Funding Options	23
	Loans	24
	SBA Programs	26
	Grants & Credits	28
	Further Resources	29
<u>Establishing Your Location</u>	Location Type	31
	Zoning & Use	33
	Development Process	34
	Odds & Ends	35
	Further Resources	36
<u>Doing Business in Chandler</u>	Tax & License	38
	Environmental	42
	Further Resources	44
<u>Labor Regulations</u>	Overview	46
	Further Resources	49
<u>Appendix</u>	Table of Incentives	50
	Glossary of Terms	52
	Index	53

Knowing Chandler :: Introduction

Since its founding in 1912, Chandler, Arizona was planned to be a welcoming destination for leading-edge companies, innovative thinkers and lifestyle versatility.

Chandler is home to some of the most notable names in manufacturing, technology and business services. An enviable quality of life is enhanced by friendly neighborhoods, great education, and outstanding retail, dining and entertainment experiences.

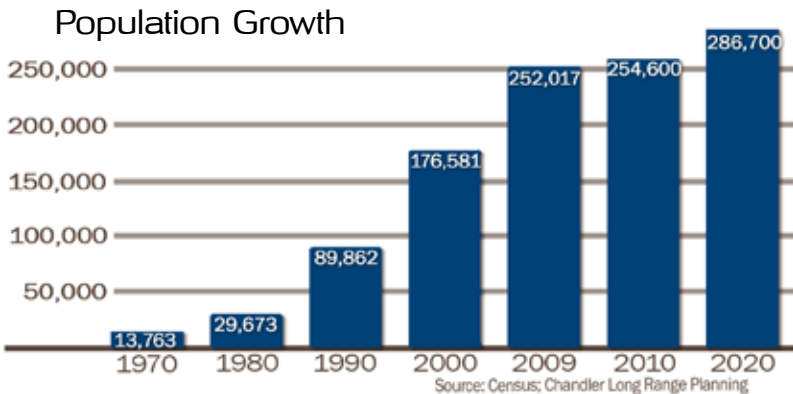
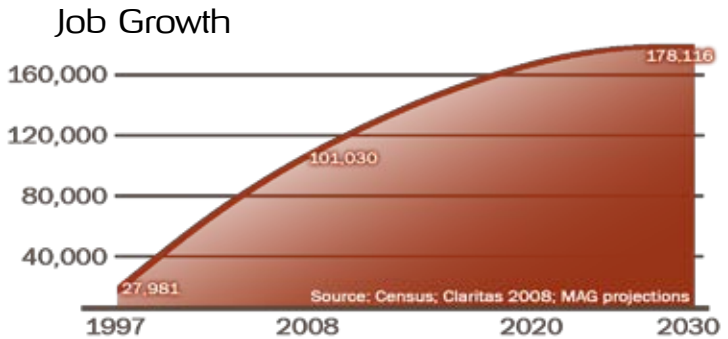
Year after year, large and small companies, along with thousands of well-educated residents, are attracted to this vibrant community. Chandler prides itself on having a progressive vision for success and creating a platform for possibility.

Platform for Possibility

Knowing Chandler :: Demographics

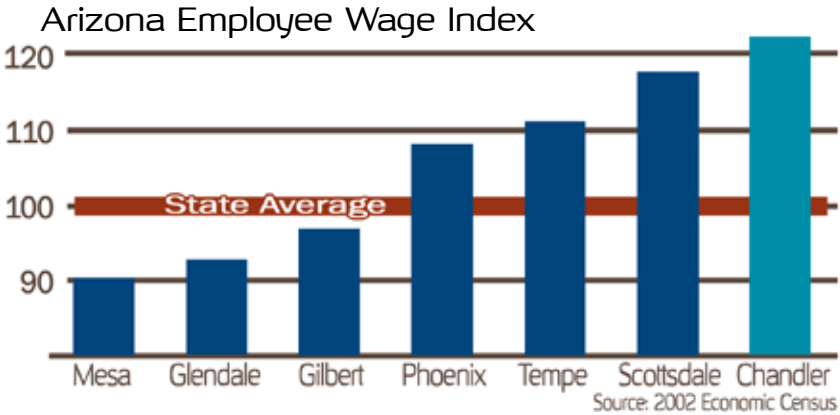
Growing Community

Estimated Population (April '09)	251,894
2015 Projected Population	272,700
2000 Census	176,581
Historical Growth from '00 to '08	42.6%
Labor Force (March '09)	127,426
Unemployment Rate (March '09)	5.4%



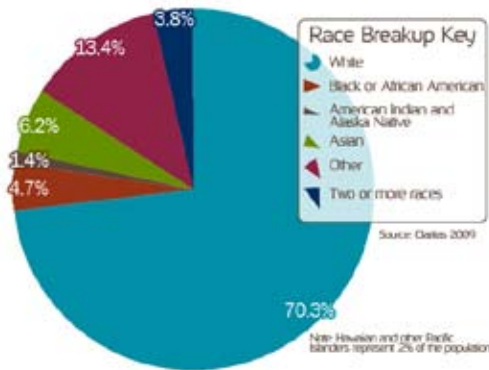
Knowing Chandler :: Demographics

Affluent Diversity



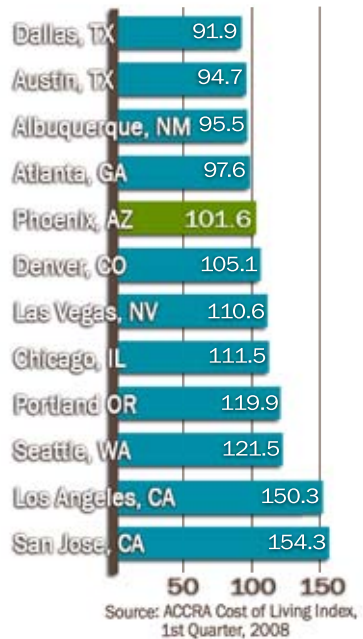
\$4.2 billion in disposable income

Race & Ethnicity



More than 20% of Chandler residents are fluent in a foreign language

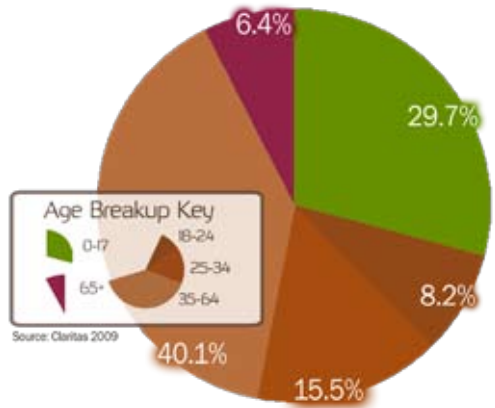
Cost of Living Index



Knowing Chandler :: Demographics

Young & Educated

Life Phase	Age	Percentage
Adolescents	0-4	9.3%
	5-9	8.3%
	10-14	7.7%
	15-17	4.4%
Working Citizens	18-20	3.6%
	21-24	4.6%
	25-34	15.5%
	35-44	17.3%
Retired	45-54	13.9%
	55-64	8.9%
	65-74	4.0%
flex work	75+	2.4%

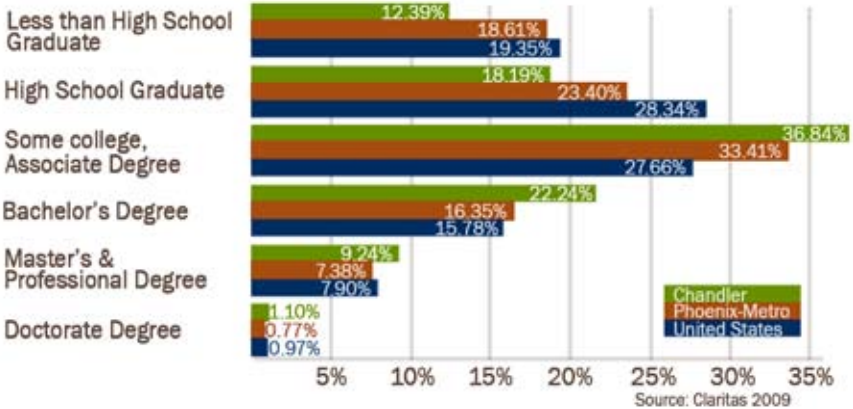


Median age: 32.8

Within a 30 minute drivetime, 134,000 people have advanced degrees; 264,000 have bachelor's degrees

Over 110,000 Chandler residents have some college; 51,000 with bachelor's degrees

Education Levels



Knowing Chandler :: Demographics

Workforce

Globally Aware

Worldwide presence of major employers = Global Diversity

Workforce Breakdown



* Each line represents the global locations of Chandler's top employers

Knowing Chandler :: City Services

Economic Development Division

The City of Chandler Economic Development Division promotes the city as a preferred location for new and expanding businesses. Our primary purpose is to enhance employment opportunities and improve Chandler's tax base by focusing on industrial, office, retail, revitalization and tourism development. Our responsive team of professionals offers programs and services tailored to support the business and commercial real estate community.

Partnering with Arizona Department of Commerce and the Greater Phoenix Economic Council, we market Chandler domestically and internationally with the purpose of attracting new business investment and new job creation to our city. In addition to maintaining a strong job base, we work to create a diverse mix of quality retail and tourism experiences.

The Economic Development Division partners with the Chamber of Commerce to reach out to Chandler's existing businesses to ensure that Chandler is a place where companies thrive. We continually assess the needs of existing business with an eye toward developing solutions, enhance opportunities and increase economic growth within our community.

We are here for you to:

- Provide data to help you make informed business location decisions
- Connect you with other appropriate city offices and resources
- Assist with development and/or occupancy processes

Organization Chart



Knowing Chandler :: City Services

Chandler Economic Development

The City of Chandler's Economic Development Division has staff dedicated to meeting the needs of small business owners. Services provided by staff include help in the site selection process, assistance in navigating the zoning, permitting and licensing processes and connecting you to the resources that will help your business thrive. Staff can also provide market data, including demographics for Chandler and other competing areas.

Chandler Public Library

Chandler's Public Library System consists of four branches spread throughout the city to ensure the availability of information resources. The libraries are equipped with current computer systems that provide direct access to business sites via the Internet, as well as subscription database titles. Anyone who has a Chandler Library card and a PIN can access these databases from their home or office as well.

Electronic resources include:

The Business and Company Resource Center

A comprehensive research collection offering accurate, updated company and industry intelligence on thousands of global companies

Reference USA

A directory and market research tool containing detailed information on millions of businesses and U.S. residents

GrantSelect

A searchable list of funding opportunities from thousands of organizations throughout the country.

All four libraries have books and audios about small business start-up, entrepreneurship, finance, marketing, law, sales, personnel and other relevant topics. Downloadable materials are also available free through the Greater Phoenix Digital Library. (See www.chandlerlibrary.org).

Library staff can help with locating materials and conducting database searches. Call the Reference Desk (for assistance or to make an appointment for individual tutoring) or log on to the web site — www.chandlerlibrary.org - click on "Ask a Question" and receive an answer to your query via e-mail.

Knowing Chandler :: City Services

Chandler Diversity Office

The City's Diversity Office works closely with the Chandler Human Relations Commission to develop diversity programs and events that support the mission of promoting mutual respect and inclusion in Chandler. Along with the community, the Diversity Office works toward the elimination of prejudice and discrimination; and to promote amicable relations among all racial, cultural, religious, age, gender, disabled, socioeconomic and national groups within the community.

The Diversity Office maintains relationships with numerous individuals and organizations that seek to promote the success of minority-owned small businesses and staff can provide referral assistance to interested parties.

Chandler Planning and Development Interdisciplinary Small Business Interaction Team

The Interdisciplinary Small Business Interaction Team (ISBIT) focuses on existing Chandler businesses that want to expand, relocate, convert, and/or renovate their existing place of business. ISBIT is poised to proactively meet the development needs of the small business community by identifying and minimizing the development impediments in order to enhance the client's interaction with the City. Most importantly, ISBIT provides the small business owner with a single point of contact within the City who acts as a guide through the permitting and licensing processes. ISBIT referrals are accepted at the Development Services Customer Counter and directed to the Customer Services Supervisor. The supervisor performs a simple interview with the prospective client and based on the input, confers with knowledgeable staff and formulates an action plan. Key Planning & Development Department staff will follow-up with the client either by telephone, e-mail or in person.

Knowledgeable staff will identify and explain:

- The development issues that may be expensive and/or time intensive
- The pertinent city code requirements (building and zoning codes)
- The development process steps through certificate of occupancy
- The review timeline, submittal requirements, fee requirements, permit requirements, and inspection requirements

Knowing Chandler :: Business Resources

Chandler Chamber of Commerce

The Chandler Chamber of Commerce is a private, non-profit business organization that has been in business since 1912. Through nearly 100 years of service to the business community, the Chandler Chamber of Commerce has become an important advocate for the business community and the primary source for business to business networking.

The Chamber offers valuable information to small business owners in association with the Service Corps of Retired Executives (SCORE). Counseling sessions are held by appointment. Contact the Chandler Chamber of Commerce for more information.

One of the primary benefits that member businesses enjoy is the various marketing and networking opportunities provided by the Chamber. In addition, members are encouraged to get involved by serving on Chamber Committees such as the Chamber Ambassadors, Member Outreach, Public Policy and others.

Arizona Department of Commerce

The Arizona Business Connection is your one-stop resource for information and referrals at every step of the small business development process: startup, expansion or relocation. The office also provides minority and women business owners with information on relevant business programs and services. The Arizona Department of Commerce provides a variety of resources to assist entrepreneurs.

Small Business Services (SBS) provides information and statewide resources for starting, operating and growing a business in Arizona. The SBS online program at www.azcommerce.com/smallbiz provides you with a customized step-by-step checklist of what you need to know, whom you need to contact and where you need to go for business licensing, registration, tax requirements, funding, hiring, certification, procurement opportunities and business resources.

To be certified as a Minority-, Woman-owned, Small and Disadvantaged Business Enterprise, a company must meet all qualifying standards and be at least 51 percent owned, operated and controlled by a qualifying

Knowing Chandler :: Business Resources

person or persons. Organizations providing certification and registration programs for minority-, woman-owned, small and disadvantage businesses are listed at www.azcommerce.com/smallbiz.

The Arizona Small Business Advocate is the Executive Director of the Governor's Council on Small Business (GCSB). The Advocate is responsible for keeping an open line of communication between the Governor, the Director of the Arizona Department of Commerce, the GCSB and the Arizona small business community. The Advocate and GCSB work with chambers of commerce and other groups to develop recommendations for policies and programs addressing fundamental issues related to small business in Arizona. Visit their website at www.azcommerce.com/smallbiz.

College & University Assistance

Colleges and universities have many programs that are designed to help build the local economy. They also have access to vast amounts of information through their research and databases.

ASU L. William Seidman Research Institute

Based on the vision of former Dean L. William Seidman, the Seidman Research Institute today serves as an essential link between the local, national and international business communities and the intellectual and creative resources of Arizona State University's nationally ranked school of business. From collecting and disseminating essential information about local economies to benchmarking industry practices to identifying emerging business research issues, the Seidman Research

Institute's member centers have gained the recognition and respect of business practitioners and academics the world over.

ASU Career Services Office

Provides a vast array of services including resume referrals, job listings, on campus recruitment, pre-recruiting information, job fairs and information sessions.

ASU Spirit of Enterprise Center

The Spirit of Enterprise Center brings students and businesses together to accelerate entrepreneurship within the communities they serve.

Knowing Chandler :: Business Resources

ASU Office of Economic Affairs

Oversees several various programs that could provide useful resources including: ASU Technopolis and the ASU/Scottsdale Center for Innovation and Technology.

ASU Advanced Technology Innovation Center

Created to assist entrepreneurs and startups build their product ideas, taking innovation from paper to an actual prototype.

ASU Technopolis

Offers rigorous programs that educate, coach and connect innovators and entrepreneurs.

Arizona Technology Enterprises

The office is responsible for transferring intellectual property from the University to the commercial market, and assist companies in all facets of tech transfer business establishment.

Chandler-Gilbert Community College

Chandler-Gilbert has three East Valley campuses and is part of the Maricopa County Community College system. Customized training and various services for small businesses are offered at the Pecos Campus.

Furthering Education for Employees

Arizona Department of Commerce - Workforce Recruitment & Job Training Program

The Arizona Work Force Recruitment and Job Training program, through the Arizona Department of Commerce, provides short-term customized grants for the training of net new employees. The program is administered in coordination with training providers such as the community colleges, private post-secondary institutions, trade schools or with the applicant itself. The program funds up to 75% of the total eligible costs while the company contributes the other 25%. Recent awards range from \$300 to \$1,000 per employee. The City of Chandler works closely with the Maricopa Community College District to assist companies in meeting all facets of their workforce needs. This includes developing customized training programs, recruitment and pre-screening, and assisting with the application process for the Arizona Work Force and Job Training Grant.

Knowing Chandler :: Business Resources

Maricopa Workforce Connections

Maricopa Workforce Connections works with local businesses, faith and community-based organizations to help area businesses succeed in securing qualified talent, training current employees to use new industry technology, and providing lay-off aversion resources and transition strategies.

Knowing Chandler :: Further Resources

Chandler Economic Development Division

215 E Buffalo St
Chandler, AZ 85225

Phone: 480.782.3030
Fax: 480.782.3040

Chandler Diversity Office

55 N Arizona Pl #301
Chandler, AZ 85225

Phone: 480.782.2217
Fax: 480.782.2209

Chandler Public Library

Downtown Library
22 S Delaware St

Phone: 480.782.2803

Hamilton Library
3700 S Arizona Ave

Phone: 480.782.2828

Sunset Library
4930 W Ray Rd

Phone: 480.782.2840

Basha Library
5990 S Val Vista Dr

Phone: 480.782.2850

Chandler Planning and Development Interdisciplinary Small Business Interaction Team

215 E Buffalo St
Chandler, AZ 85225

Phone: 480.782.3171

Arizona Department of Commerce - Small Business Services

1700 W Washington St
Suite 600
Phoenix, AZ 85007

Phone: 602.771.1196
Web: www.azcommerce.com/smallbiz

Workforce Resources

Arizona Department of Commerce - Workforce Recruitment & Job Training Program

1700 W Washington St
Suite 600
Phoenix, AZ 85007

Phone: 602.771.1181
Web: www.azcommerce.com/workforce/jobtraining

Maricopa Workforce Connections

Goodwill Industries of Central AZ
930 N Alma School Rd
Chandler, AZ 85224

Phone: 480.792.6924

Knowing Chandler :: Further Resources

Education Resources

ASU Spirit of Enterprise Center

WP Carey School of Business
BA 101
Tempe, AZ 85287

Phone: 480.965.0474
Fax: 480.727.6185
Web: www.wpcarey.asu.edu/Spirit

ASU Office of Economic Affairs

300 E University Dr
Suite 310
Tempe, AZ 85287

Phone: 480.965.1225
Fax: 480.965.8293
Web: www.ovprea.asu.edu

ASU L. William Seidman Research Institute

PO Box 874011
Tempe, AZ 85287

Phone: 480.965.5362
Fax: 480.965.5458
Web: www.wpcarey.asu.edu/seid

ASU Career Services Office

1151 S Forest Ave
Tempe, AZ 85287

Phone: 480.965.2350
Web: www.asu.edu/studentaffairs/career

ASU Technopolis

1475 N Scottsdale Rd
2nd Floor
Scottsdale, AZ 85257

Phone: 480.884.1804
Fax: 480.884.1888
Web: www.asutechnopolis.org

ASU Advanced Technology Innovation Center

7171 E Sonoran Arroyo Mall
Peralta Bldg. Suite 230
Mesa, AZ 85212

Phone: 480.727.1647
Fax: 480.727.1248
Web: <http://atic.asu.edu>

Arizona Technology Enterprises

SkySong
1475 N Scottsdale Rd
Suite 200
Scottsdale, AZ 85257

Phone: 480.884.1996
Fax: 480.884.1984
Web: www.azte.com

ASU Realty Studies: 480.727.1300
JP Morgan Economic Outlook Center: 480.965.5362
ASU Center for Competitiveness & Prosperity Research: 480.965.3961
ASU Center for Services Leadership: 480.965.6201

Knowing Chandler :: Further Resources

Chandler-Gilbert Community College

Pecos Campus	Phone:	480.732.7000
2626 E Pecos Rd	Fax:	480.732.7090
Chandler, AZ 85225	Web:	www.cgc.maricopa.edu

Chamber Resources

Chandler Chamber of Commerce

25 S Arizona Pl	Phone:	480.963.4571
Suite 201	Toll Free:	800.963.4571
Chandler, AZ 85225	Fax:	480.963.0188
	Web:	www.chandlerchamber.com

Arizona Small Business Association

4130 E Van Buren St	Phone:	602.265.4563
Suite 150	Fax:	602.265.3681
Phoenix, AZ 85008	Web:	www.asba.com

Arizona Hispanic Chamber of Commerce

255 E Osborn St	Phone:	602.279.1800
Suite 201	Fax:	602.279.8900
Phoenix, AZ 85012	Web:	www.azhcc.com

Asian Chamber of Commerce

7217 N 6th Way	Phone:	602.222.2009
Phoenix, AZ 85020	Fax:	602.870.7562
	Web:	www.asianchamber.org

Chinese Chamber of Commerce of Arizona

PO Box 32865	Web:	www.cccarizona.org
Phoenix, AZ 85064		

Greater Phoenix Black Chamber of Commerce

201 E Washington St	Phone:	602.307.5200
Suite 350	Fax:	602.307.5204
Phoenix, AZ 85004	Web:	www.phoenixblackchamber.com

Greater Phoenix Chamber of Commerce

201 N Central Ave	Phone:	602.495.2195
27th Floor	Fax:	602.495.8913
Phoenix, AZ 85004	Web:	www.phoenixchamber.com

Knowing Chandler :: Further Resources

Greater Phoenix Economic Council (GPEC)

2 North Central Ave
Suite 2500
Phoenix, AZ 85004

Phone: 602.256.7700
Toll Free: 800.421.4732
Fax: 602.256.7744
Web: www.gpec.org

US Women's Chamber of Commerce

1200 G Street, NW
Suite 800
Washington, DC 20005

Toll Free: 888-41-USWCC
Web: www.uswcc.org

On-line Assistance

ABC's of Small Business and Entrepreneur Success

Web: www.liraz.com

Create a Business Website

Web: www.hostway.com

Retirement Business Startup Guidance

Web: www.bizstarters.com

Kauffman Foundation e-Venturing Entrepreneur's Resource Center

Web: www.entrepreneurship.org

Small Business Help Center

Web: www.helpbizowners.com

House Small Business Committee

Web: www.house.gov/smbiz

The U.S. Chamber of Commerce Small Business Center

Web: www.uschamber.com/sb

Small Business Taxes and Management

Web: www.smbiz.com

The Wall Street Journal Center for Entrepreneurs

Web: <http://startup.wsj.com>

Starting Your Business :: Checklist

Business Startup Introduction

Starting a business can be an overwhelming task, but approaching it in a thoughtful, thorough way can help to make the process less daunting. This guide is a compilation of information designed provide both information and to lead you to further resources. We encourage you to look at, examine and research many resources to gain as many ideas and perspectives as possible. The Further Resources pages at the end of each section will help you do this. Please feel free to contact the Economic Development Division with any questions you might have.

Business Startup Checklist

<input type="checkbox"/>	Conduct research on your industry, target market and competition.
<input type="checkbox"/>	Prepare a written business plan complete with financial statements.
<input type="checkbox"/>	Establish a source of adequate and reliable financing.
<input type="checkbox"/>	Retain an attorney and CPA, if appropriate.
<input type="checkbox"/>	Decide whether you wish to operate as a sole proprietorship, partnership or corporation.
<input type="checkbox"/>	Check on zoning ordinances
<input type="checkbox"/>	Select a suitable location (obtaining a professional site selector is a free service for businesses - brokerage fees paid by the lessor/building owner)
<input type="checkbox"/>	Choose a name, research the availability and register.
<input type="checkbox"/>	Obtain a Federal Employer Identification Number (EIN), if needed.
<input type="checkbox"/>	Find a bank that's right for you. Open bank accounts.
<input type="checkbox"/>	Acquire necessary licenses and/or permits for state, county and/or city.
<input type="checkbox"/>	See insurance agent for full range of coverage.
<input type="checkbox"/>	Obtain bonding and insurance, if necessary.
<input type="checkbox"/>	Arrange for utilities, telephone and other services
<input type="checkbox"/>	Review all labor regulations, if hiring employees.
<input type="checkbox"/>	Choose a record keeping system and method of inventory control.

Starting Your Business :: Business Plan

Business Plan

A written guide to starting and running your business successfully is essential. This plan will encourage loans, promote growth and provide a map for you to follow.

Basic Business Plan Elements



Starting Your Business :: Structure & Name

Business Legal Structure

One decision that business owners need to make early in their business planning process is which legal form of business to choose. Before this decision is made a thorough understanding of the advantages and disadvantages of each legal structure is important. Business owners will need to consider the legal and tax-related implications of each form of business and determine which best fits their needs. Advice from an attorney and/or certified public accountant is recommended before making this decision. Business structures available in the state of Arizona are:

- Sole Proprietorship
- Limited Liability Company (LLC)
- C Corporation
- S Corporation
- General Partnership
- Limited Partnership (LP)
- Limited Liability Partnership (LLP)

See chart on page 21 for detailed information on each structure

Choosing a name and registering your business

If you were asked to name the first computer chip business that comes to mind, who would it be? Intel perhaps. What about a tire manufacturer? Probably Goodyear Tire Company. Having name recognition or what is commonly referred to as “Top of Mind Awareness” is essential in today’s world of intense competition and constant advertising. It all begins with selecting the right business name. There are several factors to consider when choosing a name for your business, such as:

- Is the name already in use?
- Name type - descriptive or non-descriptive.
- Ease of use – easy to spell and pronounce.
- Positive connotation - Goodyear for Goodyear Tires.

The best way to register your business name is to visit the Secretary of State’s website at www.azsos.gov. Under Business Services, then Registrations and Filings choose trade names and trademarks. From there you can search for existing names and guidelines. Forms can be downloaded and either mailed in or you can apply in person at the Office of the Secretary of State.

	Sole Proprietorship	Partnerships	Limited Liability Company (LLC)	“C” Corporation	“S” Corporation
Arizona filing requirements	<ul style="list-style-type: none"> • None • Recommended trade name registration 	<p><u>GENERAL PARTNERSHIP</u></p> <ul style="list-style-type: none"> • None • Recommended trade name registration <p><u>LIMITED PARTNERSHIP</u></p> <ul style="list-style-type: none"> • Certificate of LP • Trade name registration <p><u>LIMITED LIABILITY PARTNERSHIP</u></p> <ul style="list-style-type: none"> • Certificate of LP • Trade name registration 	<ul style="list-style-type: none"> • Articles of organization 	<ul style="list-style-type: none"> • Articles of incorporation 	<ul style="list-style-type: none"> • Articles of incorporation
Number of owners allowed	<ul style="list-style-type: none"> • 1 owner 	<ul style="list-style-type: none"> • At least 2; no upper limit • Partners (general or limited) 	<ul style="list-style-type: none"> • At least 1; no upper limit • Members are owners 	<ul style="list-style-type: none"> • At least 1; no upper limit • Shareholders are owners 	<ul style="list-style-type: none"> • At least 1; upper limit - 75 • Shareholders are owners
Subject to income tax at entity level	<ul style="list-style-type: none"> • No, sole proprietor pay all taxes 	<ul style="list-style-type: none"> • No, income/loss is passed through to all partners • LP and LLP files taxes as a separate entity, must meet certain criteria to avoid being taxed as a corporation 	<ul style="list-style-type: none"> • No, income/loss is passed through to all members 	<ul style="list-style-type: none"> • Yes, Shareholders also report income from distributions and bonuses • Officers and directors report salary income 	<ul style="list-style-type: none"> • No, income/loss is passed through to the shareholders
Advantages	<ul style="list-style-type: none"> • Minimum legal restrictions • Ease of formation • Low start-up costs • Sole ownership of profits • Maximum freedom in decision-making 	<p><u>GENERAL PARTNERSHIP</u></p> <ul style="list-style-type: none"> • Ease of formation • Direct rewards • Broader management base <p><u>LIMITED PARTNERSHIP</u></p> <ul style="list-style-type: none"> • Operated like general partnership • At least one general partner has unlimited liability • Limited partners protected unless participate in management <p><u>LIMITED LIABILITY PARTNERSHIP</u></p> <ul style="list-style-type: none"> • Operated like general partnership • Partners not typically responsible for debts of the LLP 	<ul style="list-style-type: none"> • Limited disclosure of owners • Ease in transfer of ownership • Can use different classes of owners • Lower filing fees • Can assign management to a non-member 	<ul style="list-style-type: none"> • Separate legal entity • Limited liability for stockholders • Unlimited life of business • Relative ease in raising capital • Transfer of ownership through sale of stock 	<ul style="list-style-type: none"> • Restrictions on number of shareholders • Unlimited life of business
Disadvantages	<ul style="list-style-type: none"> • Unlimited Liability • Less available capital • Relative difficulty in obtaining long-term financing 	<p><u>GENERAL PARTNERSHIP</u></p> <ul style="list-style-type: none"> • Unlimited liability of general partners • Divided authority in leadership • Difficulty in disposing of partnership interest <p><u>LIMITED PARTNERSHIP</u></p> <ul style="list-style-type: none"> • Limited partners may not participate in management <p><u>LIMITED LIABILITY PARTNERSHIP</u></p> <ul style="list-style-type: none"> • The lack of clear precedents could be a disadvantage • Unclear in those states that do not have LLP status 	<ul style="list-style-type: none"> • Large number of owners complicates status • Death, owner withdrawal or bankruptcy could cause problems • Doing business in other states may require filing individual tax returns in each state 	<ul style="list-style-type: none"> • Complex and relatively expensive to organize • Activities limited by Charter • Extensive regulation and record-keeping requirements • Double taxation - once on corporate profits and again on dividends 	<ul style="list-style-type: none"> • Restrictions on number of shareholders • Limitations on ownership

Source: Arizona Entrepreneur's Edge

Starting Your Business :: Further Resources

Chandler Economic Development Division

Office Location:	Mailing Address:	Phone:	480.782.3030
215 E. Buffalo St.	Mail Stop 416	Fax:	480.782.3040
Suite 105	PO Box 4008	Web:	www.chandleraz.gov/ed
Chandler, AZ 85225	Chandler, AZ 85244		

Business Plan and Legal Structure Resources

Arizona Department of Commerce - Small Business Services

Arizona Entrepreneur's Edge is a publication that shows a detailed step-by-step process to start your business.

Google Search Terms: Arizona Entrepreneur's Edge
Phone: 602.771.1196

Arizona Small Business Development Center

Free business plan counseling

Google Search Terms: azsbdc free business counseling 30

Service Corps of Retired Executives (SCORE)

Business plan templates and free business counseling

Google Search Terms: score business plan

Small Business Association (SBA)

In addition to being a step-by-step guide to designing a business plan, this resource gives tips on specializing your business and what lenders want to see.

Google Search Terms: SBA, write business plan
Google Search Terms: SBA, choose a structure
Phone: 602.745.7200

Naming & Registering your Business

Arizona Secretary of State

Google Search Terms: azsos tnt
Phone: 602.542.6187

Financing Your Business :: Funding Options

Loans, Grants & Investments

Contrary to popular perception, grants for new businesses are difficult to come by. Most businesses are financed by personal resources, family loans or commercial loans. This section will cover how to give yourself the best chance possible of obtaining commercial loans, grants and investment, also covering the benefits and challenges of each option.

Funding Types

The primary funding most people acquire is **personal funding** which could be provided through home equity loans, credit cards, friends and family, etc. However, depending on the type of business you wish to start, this may be enough, but for many these personal resources are not. In this case there are many avenues that you may follow. Your financial need greatly determines which opportunities are optimal for you and your business.

For Machinery and Supply Needs

- **Negotiate** with suppliers, using a promissory note rather than cash, if possible
- **Lease** machinery, if possible
- **Equity bartering** is when equity in the company is offered in lieu of payment
- **Licensing** is when another company assumes various costs of bringing the product to market in exchange for **payment of royalties**
- **Partner** with companies that are more established until your company is self-sufficient. This will often be a company that sees some direct benefit from your product being in the market

For Monetary Needs

- Traditional Loans from commercial banks or lending institutions is a common way to gain capital
- Grants may be available, especially if you are bringing technology related products to market
- Investments may be attained from an angel fund or venture capitalists

In all cases seek whatever help necessary in understanding the terms of these agreements.

Financing Your Business :: Loans

Commercial Loans

Lenders, being adverse to risk, have developed criteria design to help them determine a potential clients level of risk. Lenders look at what can be distilled as the 5 Cs: Capacity, Collateral, Credit, Character and Conditions.

Capacity - The ability of a borrower to repay the loan shown by historic cash flow (financial statements etc.) and prospective cash flow (business projections).

Collateral - This is the security pledged for the repayment of the loan.

Credit - Credit shows your historic tendency towards repaying loans and managing borrowed capital. Both your and your company's credit will be examined.

Character - The most intangible of the criterion because it involves impression, perception and reputation.

Conditions - This involves the terms of the loan, meaning interest rate duration of loan, etc. These are all established by the lending institution.

Materials Needed when Applying for Loans

- Loan Application
- Business financial statements (3 years)
- Current financial statements
- Financial statements from anyone who owns 20% or more of the company
- Two years of personal income verification
- Management resumes
- Business debt schedule
- Loan Proposal
- Size of Loan
- Owner Equity
- How funds will be used
- Personal credit record
- Description of the purpose of the funds
- Payback plan with contingency plan

Source: Arizona Entrepreneur's Edge

Note: This is not meant to be an exhaustive list; each lender will have specific requirements

Financing Your Business :: Loans

Loan Assistance & Guarantees

	Financing/Loan Guarantees	Loan Range \$100-\$25K	Loan Range \$2K-\$35K	Loan Range \$10K-\$5M	Loan Guarantee \$0-\$1M	Loan Package Assistance	Low Cost Training Courses	Online Training	Technical & Mgmt. Assistance
AZ Minority Business Development Center						💰			💰
Business Development Finance Corporation	💰			💰		💰			
CDC Small Business Finance	💰			💰	💰	💰			
Arizona Small Business Development Centers						💰	💰		💰
National Center for American Indian Enterprise Development									💰
NEDCO		💰	💰			💰			💰
Prestamos	💰		💰			💰			💰
SCORE							💰		💰
SBA*	💰				💰			💰	

* SBA provides loan guarantees through SBA-qualified lenders.

Financing Your Business :: SBA Programs

Minority Business Certification Programs

8(a) Program

Federal agencies set aside funds for minority-owned and socially and economically disadvantaged firms (8(a) and SDB certified firms). The 8(a) certification program allows such companies to compete for set aside funds for up to nine years. At least 51 percent of the firm must be owned by a socially and economically disadvantaged person(s). An individual's personal net worth cannot exceed \$250,000, excluding ownership interest in the applicant firm and equity in a personal residence, to be considered economically disadvantaged. Benefits of the program include technical and management assistance by SBA and its resource partners and access to federal procurements.

Small Disadvantaged Business (“SDB”) Certification Program

This program pertains to benefits in Federal procurement. SDBs are eligible for price evaluation adjustments of up to 10 percent when bidding on federal contracts. SDBs must be 51 percent owned by a socially and economically disadvantaged person(s). An individual's net worth cannot exceed \$750,000, excluding ownership interest in the applicant firm and equity interest in a personal residence.

SBA Loan Programs

SBA's Microloan Program

SBA extends funding to nonprofit intermediaries who make loans from \$100.00 to \$35,000.00 to small businesses. Technical assistance is also available to small businesses from the intermediaries.

SBA 504 Loan Program

This program is for growing businesses to finance major fixed assets such as new machinery and equipment or real estate — including existing buildings and/or new construction. A typical 504 project requires only 10% injection from the borrower. The program is designed to enable small businesses to create and retain jobs.

Financing Your Business :: SBA Programs

7(a) Guarantee Loan Program

The 7(a) program is a flexible program designed for small businesses just starting out or those looking to expand. SBA offers loan guarantees to participating lenders to increase access to capital for small businesses.

- SBA offers loan guarantees of 85 percent on loans of \$150,000 and less.
- Loans \$150,001 to \$2,000,000 receive a 75% guarantee.
- \$2,000,000 is the maximum gross 7(a) loan amount.
- SBA's maximum guaranteed portion is \$1,500,000.
- A business must be operated for profit and may not exceed SBA's size standards.

Interest rates are negotiated between the borrower and the lender and are subject to SBA maximums. For loans that are more than \$50,000, interest rates must not exceed Prime plus two and one-quarter percent (2.25%) if the maturity is less than seven (7) years, and must not exceed Prime plus two and three-quarters percent (2.75%) if the maturity is seven (7) years or more. For loans between \$25,000 and \$50,000 maximum rates must not exceed Prime plus three and one-quarter percent (3.25%) and three and three-quarters percent (3.75%), respectively. And, for loans of less than \$25,000, the maximum interest rate must not exceed Prime plus four and one-quarter percent (4.25%) and four and three-quarters percent (4.75%), respectively.

The general terms are 5 to 10 years for machinery, equipment and working capital, and up to 25 years for the purchase and/or construction of real estate including major renovation. A weighted average term will be calculated for multi-purpose use loans.

Loan fees for a loan of \$150,000 or less, are one percent (1.00%) of the 85% SBA-guaranteed portion. For a loan of \$150,000 to \$700,000, the guarantee fee is two and one-half percent (2.50%) of the 75% guaranteed portion. For a loan of more than \$700,000, the guarantee fee is three and one-half percent (3.50%) of the 75% guaranteed portion.

7(a) based loan programs include: SBA Express; Community Express; Export Working Capital; International Trade

Technology Grants

Financing Your Business :: Grants & Credits

Though grants are few and far between, many of the grants available are offered to technology companies. These are offered for companies in the research and development stage and when preparing for market. Both the state of Arizona and the federal government offer these grants.

State Technology Grants

Market Assessment Grant*

Small companies receive help determining the market potential of a technology product under development.

Technology Assessment Grant*

Small technology companies receive assistance getting their product validated and reviewed.

Research & Development Tax Credit*

Individual income tax credit for qualified research conducted in the tax year.

AZ FAST Program Grant*

Up to \$5,000 in grant writing consulting services when a small technology company is applying for federal Small business innovation Research (SBIR) or Small Business Technology Transfer (STTR) grants.

Other Grants & Credits

Enterprise Zone*

Small businesses located within an Enterprise Zone or that have employees living in Enterprise Zones receive reduced primary property taxes or credits for employees.

Arizona Job Training Grant*

Companies can receive monies, \$2,000 to \$8,000 per employee, as reimbursement for training.

Commerce & Economic Development Commission (CEDC) Loans/Grants*

Companies can receive monies to fund projects in areas of interest.

Angel Investment*

Companies can get certified with the state for the Angel Investment Program as a Qualified Small Business. This means that capital investors can invest in these companies and receive significant tax incentives on their investment.

*See Appendix for further information

Financing Your Business :: Further Resources

Loan Help & Financing

Arizona Minority Business Enterprise Center

255 E Osborn Rd
Suite 202
Phoenix, AZ 85012

Phone: 602.248.0007
Toll Free: 800.428.7299
Fax: 602.279.8900
Web: www.azmbec.com



Business Development Finance Corporation

3300 N. Central Ave
Suite 600
Phoenix, AZ 85012

Phone: 602.381.6292
Toll Free: 800.264.3377
Fax: 602.381.8012
Web: www.bdfc.com



CDC Small Business Finance

2910 E Camelback Rd
Suite 185
Phoenix, AZ 85016

Toll Free:: 800.611.5170
Toll Free: 800.817.4505
Fax: 602.393.2682
Web: www.cdcloans.com



Arizona Small Business Development Center

2411 W 14th St
Suite 114
Tempe, AZ 85248

Phone: 480.731.8721
Fax: 480.731.8729
Web: www.azsbdc.net



The National Center for American Indian Enterprise Development

National Headquarters
953 E Juanita Ave
Mesa, AZ 85204

Phone: 480.545.1298
Fax: 480.545.4208
Web: www.ncaied.org



The Neighborhood Economic Development Corporation (NEDCO)

12 N Center
Mesa, AZ 85201

Phone: 480.969.1093
Fax: 480.275.2849
Web: www.nedco-mesa.org



Services Key



Financing Your Business :: Further Resources

Prestamos - A Division of Chicanos Por La Causa, Inc.



1122 E Buckeye Rd
Suite B-4
Phoenix, AZ 85034

Phone: 602.257.6777
Fax: 602.307.0336
Web: www.prestamosloanfund.org

Service Corps of Retired Executives (SCORE)



1201 S Alma School Rd
RM #4800
Mesa, AZ 85210

Phone: 480.833.9020
E-mail: eastvalley@scorephoenix.org
Web: www.evaz.scorechapter.org

Small Business Administration (SBA)



2828 N Central Ave
Suite 800
Phoenix, AZ 85004

Phone: 602.745.7200
Fax: 602.745.7210
Web: www.sba.gov/az/

Grants & Credits Information

Chandler Economic Development Division

Office Location:
215 E. Buffalo St.
Suite 105
Chandler, AZ 85225

Mailing Address:
Mail Stop 416
PO Box 4008
Chandler, AZ 85244

Phone: 480.782.3030
Fax: 480.782.3040
Web: www.chandleraz.gov/ed

Arizona Department of Commerce - Office of Innovation & Technology

The Office of Innovation & Technology supports the development of business.

Google Search Terms: commerce office innovation technology
Phone: 602.771.1215
E-mail: jaymiep@azcommerce.com

Arizona Department of Commerce - Small Business Services

Google Search Terms: Arizona Small Business Services
Phone: 602.771.1196
E-mail: smallbiz@azcommerce.com

Establishing Your Location :: Location Type

You've probably heard before that the three most important factors in starting your business are: Location, Location, Location. The City of Chandler's Economic Development Division is poised and ready to help you with making that most important decision. The choice of location may have a significant impact on the success of your business. Therefore, this phase of your business development process must be given the time and consideration it deserves. Some factors to consider when selecting a site for your business are:

- Do you plan to buy or lease?
- Type and history of the site
- Parking
- Condition of the building
- Total cost and terms of the lease
- Home-based business?
- Existing space?
- Build your own building?
- Is there room to expand?
- Client base
- Traffic counts/traffic patterns
- Demographics
- Nearby services (competition, retailers, employee services, etc.)

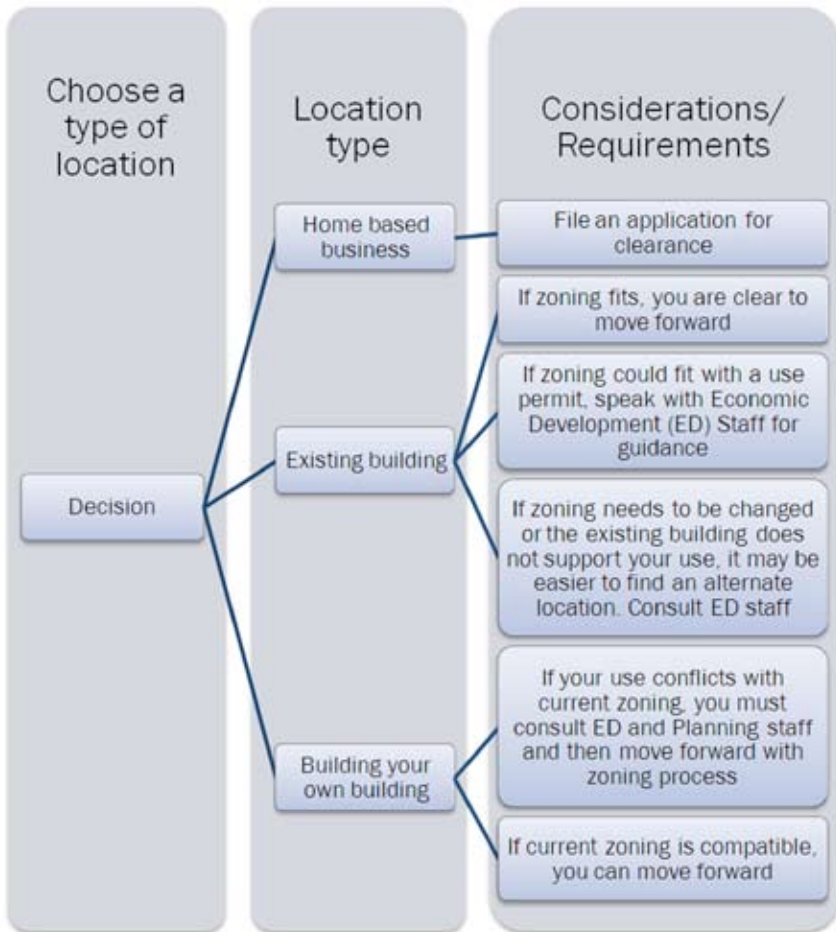
It may be in your best interest to retain a qualified broker to guide you through the site selection process. Normally, the broker will represent you while the owner of the property you select pays their fee. The broker will guide you through the selection and negotiation process. The City of Chandler's Economic Development staff has a listing of qualified brokers who frequently do business in Chandler and are familiar with our specific market.

What type of space fits your needs

There are many types of facilities to choose from, but before selecting space you need to know what type of zoning your business fits within. In general, there are three types of zoning for businesses: Commercial, Office and Industrial. Within those general categories the City of Chandler Zoning Code is very specific about what type of use is compatible in that area. Further, if you would like to start a business out of your home, there are some restrictions, mostly having to do with public safety and nuisance. For example, it is not allowed to pave over your front yard and use it as a

Establishing Your Location :: Location Type

parking lot because it disrupts the residential nature of the area. Every zoning decision has reasons behind it, though exceptions are made, it is always important to speak with Economic Development (ED) or Planning and Development staff before choosing a building with zoning that does not fit your use. See the chart below for an overview of location types and what those choices might mean for you.



Establishing Your Location :: Zoning & Use Permits

Home-Based Business

To begin a home based business, you must first determine that the business you are planning will be allowed in residential areas. This will prevent issues and possibly fines, down the road. To do this, you must read and fill out an application for clearance with the city. As part of the application you will have to verify that you will not change the residential character of the neighborhood. For this application go to www.chandleraz.gov/ed and then to Small Business. There is a pdf of the application on this page.

Use Permits

A Use Permit is a permit that allows a land use that is otherwise not permitted within a specific zoning district. A Use Permit requires approval by City Council. It is important to realize that a Use Permit can take as long as six months to go through the city process. If this is not in your timeline, you will need to find an alternative location. To see if your use is one allowed by a Use Permit you can call the city's Planning and Development Department or look at the zoning code at www.municode.com. See Chapter 35, Section 2100 of the City Code (35-2100) for the Use Table.

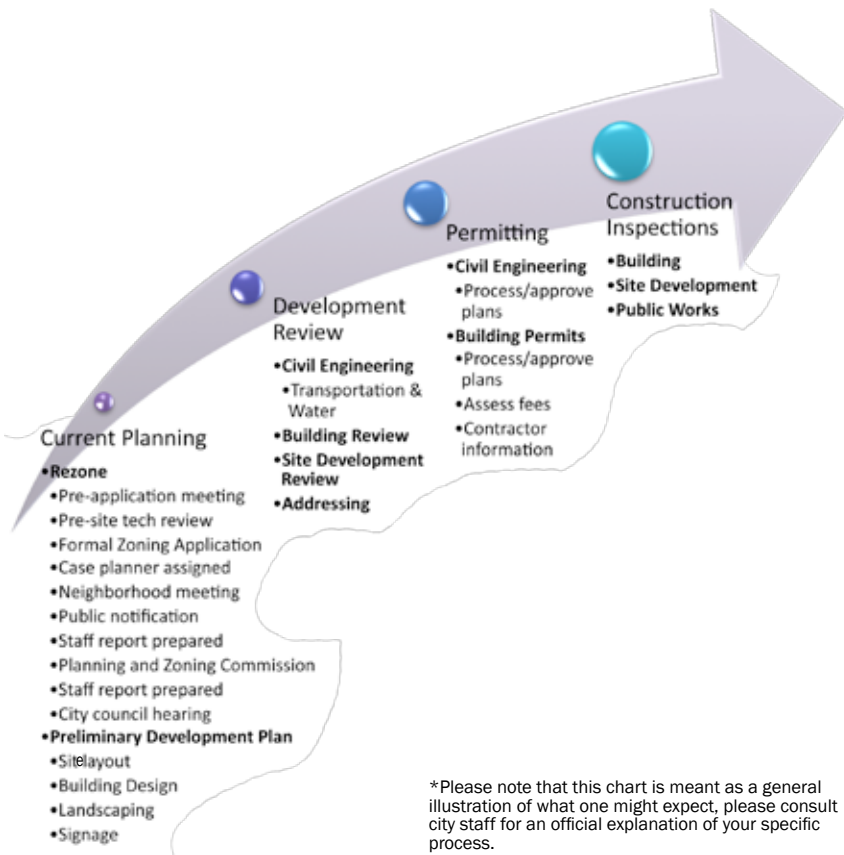
Zoning Changes

A zoning change is a change to the city's zoning code in order to modify the uses permitted at a given site. If a building or site seems like a good fit for your business, but your use is not included as an approved use through its zoning or a use permit, the first step is to speak with Economic Development and Planning staff to determine if staff is supportive of such a change. If staff is supportive, the change has a high likelihood of getting approved. The process takes between six and eight months.

Establishing Your Location :: Development Process

Building your own building

If you are building your own building in Chandler you must typically go through the complete development process. Luckily there are many people to help make this process smooth, predictable and accessible. Each project is assigned a Development Project Administrator (DPA) to oversee the process. You can be in contact with them so that you are aware of where your project is in the process. ED staff will also be available to help in any way possible as you move forward. The following is a brief outline of the steps necessary to build a building in Chandler.



Establishing Your Location :: Odds & Ends

Certificate of Occupancy

A Certificate of Occupancy (C of O) is given to a company when appropriate inspections have been done to determine that if the building meets code and that current zoning matches the use of the business going into that location. *Every* business needs to get a Certificate of Occupancy before they may open for business.

Fire & Police Safety

The Fire and Police Departments are responsible for ensuring compliance with local fire and police codes. Compliance with fire code is achieved through review of construction and development plans to ensure that the site is accessible to fire trucks, has sufficient fire hydrant capacity, proper chemical storage and that employees are safe in the building.

The Fire Department also performs ongoing inspections of existing space to ensure safety and compliance, including on-site hazardous materials storage (quantity and type). The inspections also include reviews of identified escape routes and potential employee safety hazards.

The Police Department verifies addressing and building layout to guarantee access to the building in a timely manner in the event of an emergency. In addition, all businesses with alarms must have an alarm permit, which can be obtained from the Chandler Police Department. Permits and all information on fees and schedules can be obtained at the Chandler Police Department website.

Utilities

The Permit Counter staff is the main contact for all types of utility improvements, including temporary power service required during construction. Staff coordinates new utility installation orders and utility service relocations.

Establishing Your Location :: Further Resources

Zoning & Development Review Information

Chandler Economic Development Division

Office Location:	Phone:	480.782.3030
215 E. Buffalo St.	Fax:	480.782.3040
Suite 105	Web:	www.chandleraz.gov/ed

Chandler, AZ 85225

City of Chandler - Current Planning Division

Office Location:	Phone:	480.782.3051
215 E. Buffalo St.	Fax:	480.782.3075
Suite 103	Web:	www.chandleraz.gov

Chandler, AZ 85225

Permitting Information

City of Chandler - Permit Counter

Office Location:	Phone:	480.782.3000
215 E. Buffalo St.	Fax:	480.782.3055

Lobby
Chandler, AZ 85225

Inspections

City of Chandler - Building Inspections

Office Location:	Phone:	480.782.3101
215 E. Buffalo St.	Fax:	480.782.3009

Basement
Chandler, AZ 85225

Fire & Police

City of Chandler - Fire Department

Office Location:	Phone:	480.782.2121
221 E Boston St	Web:	www.chandlerfire.org

Chandler, AZ 85225

City of Chandler - Police Department

Office Location:	Phone:	480.782.4520
250 E Chicago St	Web:	www.chandlerpd.com

Chandler, AZ 85225

Establishing Your Location :: Further Resources

Utilities

City of Chandler Water & Sewer

975 Armstrong Way
Chandler, AZ 85225

Phone: 480.782.3700

City of Chandler Trash & Recycling

955 E Queen Creek Rd
Chandler, AZ 85225

Phone: 480.782.3510

Electric

Salt River Project

Phone: 602.236.8833
Toll Free: 800.258.4SRP (4777)
Website: www.srpnet.com

Arizona Public Service
(Downtown area only)

Phone: 602.371.6767
Toll Free: 800.253.9407
Website: www.aps.com

Natural Gas

Southwest Gas Corporation

Industrial
Phone: 602.375.4082
Commercial
Phone: 602.861.1999
Toll Free: 877.860.6020
Web: www.swgas.com

Telecommunications (Internet & Phones)

Qwest Small Business

Toll Free: 800.603.6000
Website: www.qwest.com

Cox Communications

Phone: 623.322.2000
Toll Free: 866.456.9944
Website: www.cox.com

Doing Business in Chandler :: Tax & Licensing

Chandler Tax & Licensing Services

City of Chandler special regulatory licenses are required for a number of business types. Please refer to the City of Chandler's Tax & Licensing Division for more information. Fingerprints, photographs and background checks may be required.

Chandler Business License

Every business that operates in the City of Chandler is required to have a City Business License and applicable state and federal licenses. Any business proposed to be located within the city limits – except real property rentals – must have obtained location approval from Development Services. Commercial locations are required to have a Certificate of Occupancy. Home-based locations are required to have Zoning Clearance.

Liquor License

Liquor licenses are regulated by the Arizona Department of Liquor Licenses and Control. Applications filed with the state are forwarded to the city for approval. City processing fees include a non-refundable \$200 application fee, a \$200 issuance fee, and annual license fees ranging from \$300 to \$1,000, depending on the type of license.

The process for approval includes posting a notice at the proposed business location for a period of 20 days and zoning approval. The application is then presented to the City Council for consideration. A Use Permit through the Planning and Development Department may be required, which can take as many as 60 days. Therefore applying for a Use Permit before Liquor License is recommended. The City of Chandler has 60 days after the filing date with the Department of Liquor to recommend approval or denial of the application. The State Liquor Board receives the City's decision and either approves or denies the application.

Doing Business in Chandler :: Tax & Licensing

Transaction Privilege (Sales) Tax

The City of Chandler imposes a tax rate of 1.5%, 1.8%, 2.75%, and 2.9% privilege tax on the gross business income of certain types of business activity (less allowable deductions). This tax is more commonly known as the sales tax paid by customers when purchasing products and services. Businesses are required to collect this tax and periodically distribute proceeds to the City. The tax rate Chandler collects is currently the lowest in the Phoenix Metro area.

The following business activities are subject to privilege (sales) tax: advertising, amusements, construction contracting, job printing, mining, timbering and other extraction, publishing and other periodical distribution, rental, leasing and licensing for use of real property, rental or leasing to transients, rentals, leasing and licensing for use of tangible personal property, restaurants and bars, retail sales, telecommunication services, transporting for hire and utility services. Tax returns are generally due monthly on the 20th of the month following a reporting period. Quarterly or annual reporting options may be allowed based on the provisions in the tax code. All requests for a change of reporting frequency must be submitted in writing.

Use Tax

Use tax is a tax on purchases or rentals for storage or use within the city, on which an equivalent excise tax has not been paid. The tax is not on inventory held for resale, but if goods were purchased for resale and later removed from inventory for use by that business, use tax would apply. If goods are purchased in a city where the local tax rate is higher than 1.5%, then no use tax is due.

Transient Occupancy Tax

Additional tax on transient lodging. Hotels and similar businesses who offer lodging for less than thirty (30) consecutive days must collect the 1.5% real property rental tax, an an additional transient lodging tax of 2.9%. Therefore, the total tax on transient lodging equals 4.4%.

Doing Business in Chandler :: Tax & Licensing

Restaurant & Bar Tax

The tax rate for restaurants and bars is 1.8%. The tax is applicable to preparing and serving food or beverages for on or off-premise consumption, including cover charges. Caterers are taxed according to their location, not the catering site. Delivery, set-up and clean-up fees separately charged and maintained are exempt from catering income. Sales to nonprofit hospitals and public school cafeterias are exempt.

Telecommunication Services Tax

The tax rate is 2.75% and is charged on subscriptions to, or access fees for one-way or two-way voice, sound, or video transmissions, facsimile transmissions, relay or repeater service, computer interface over a communications channel, computer time-sharing, and security or alarm system monitoring. Telecommunications for resale and interstate transmissions are exempt.

Utility Services Tax

The tax rate is 2.75% and is charged to city rate-payers on water, electricity, and natural gas. Excluded are resales and sales to nonprofit hospitals.

NOTE: This information is meant to be a guideline only. For complete details, refer to the City of Chandler Tax Code and related regulations. In case of inconsistency or omission in this publication, the language of the tax code will prevail. For more information contact the City of Chandler Licensing & Tax Division at 480.782.2280.

Doing Business in Chandler :: Tax & Licensing

Arizona Tax & Licensing Services

The Phoenix Metropolitan Area is consistently chosen as one of the top places in the country to start and grow a business. The State of Arizona encourages the development of successful businesses by maintaining a favorable tax system. The state agency that administers the tax system is the Arizona Department of Revenue.

In order to make the determination of which state taxes your business will be required to pay as easy as possible, the state has developed a single form application. This application is called the Arizona Joint Tax Application published by the Department of Revenue. After completing this application the Arizona Departments of Revenue and Economic Security determine which taxes and licenses apply to your business type and legal structure. This application will cover the following license and registration requirements:

- Transaction Privilege (Sales) Tax
- Use Tax
- Withholding and Unemployment Taxes
- Wholesale Tobacco Dealer's License
- Liquor Wholesalers, Microbreweries, Farm Wineries and Cider Products
- Corporate Income Tax
- Property Taxes
- Unemployment Insurance

* These taxes and licenses are described in detail at www.azcommerce.com/smallbiz, hosted by the AZ Dept. of Commerce.

Federal Taxes - Internal Revenue Service

The Internal Revenue Service (IRS) provides assistance to business owners with questions regarding tax rules and regulations. Specific questions should be directed to the IRS.

Doing Business in Chandler :: Environmental

Environmental Issues

Whether constructing a new building or occupying an existing one, an environmental assessment of the property may need to be completed prior to construction of the project. Planning & Development staff will be able to assist you to ensure that the correct assessments are completed.

US Environmental Protection Agency

The agency conducts environmental assessment, research, and education. It has the primary responsibility for setting and enforcing national standards under a variety of environmental laws, in consultation with state, tribal, and local governments. It delegates some permitting, monitoring, and enforcement responsibility to US states and Native American tribes. EPA enforcement powers include fines, sanctions, and other measures. The agency also works with industries and all levels of government in a wide variety of voluntary pollution prevention programs and energy conservation efforts.

Arizona Department of Environmental Quality

The Compliance Assistance Program is designed to help small businesses comply with the environmental regulations that govern the State of Arizona. This special program will coordinate many facets of environmental compliance and is separate from the inspection and enforcement divisions.

Maricopa County Air Quality Department Business Resource Center (BRC)

This program is directed by the Maricopa County Environmental Services Department and assists small businesses that are or will be subject to the requirements of the 1990 Federal Clean Air Act Amendment. This free program uses education and technical assistance to help small businesses comply with environmental regulations while promoting health, safety and environmental benefits. In addition, the program assists small businesses through the environmental permit process, pollution prevention strategies and solutions and site evaluations.

Doing Business in Chandler :: Environmental

Maricopa County Environmental Services Department

The Environmental Services Department is responsible for the health and safety of the community by preventing and removing environmental risks. The Department's Environmental Health Specialists help to improve air quality, ensure that food in eating establishments is free of contamination and ensure that water supplies throughout the county are safe to drink.

Maricopa County Environmental Health Division

Any establishment, which serves food or drinks, is required to obtain an Eating and Drinking Permit from the Environmental Health Division. The establishment must also be in compliance with Maricopa County Environmental Health Division for all food service facilities and food handlers.

Chandler Municipal Utilities Department - Environmental Resources

City of Chandler staff is available to offer guidance and compliance support to businesses locating in Chandler. Education programs are also available through this department.

Chandler Fire Department

The Chandler Fire Department helps ensure the compliance of businesses and the safety of their employees by conducting routine fire inspections of commercial businesses and by reviewing building improvements, and the construction plans of new or existing facilities. The Hazardous Materials Team is responsible for the hazardous materials program and inspections.

Doing Business in Chandler :: Further Resources

Tax & Licensing Information

Chandler Tax & License Division

55 N Arizona Pl	Phone:	480.782.2280
Suite 201	Web:	www.chandleraz.gov/tax
Chandler, AZ 85225		

Arizona Department of Liquor Licenses & Control

800 W Washington St	Phone:	602.542.5141
Suite 500	Web:	www.azliquor.gov
Phoenix, AZ 85007		

Arizona Department of Revenue

Main Office:	Corporate	602.225.3381
1600 W Monroe St	Income Taxes:	
1st Floor	New Businesses	602.255.2060
Phoenix, AZ 85007	& Licensing:	
	Problems &	602.716.6025
	Resolutions:	
	To Order Forms:	602.542.4260
	Web:	www.azdor.gov

Internal Revenue Service - Taxpayer Education & Communication

210 E Earll Dr	Phone:	602.207.8031
Phoenix, AZ 85012	Web:	www.irs.gov/businesses/small

Environmental Information

Environmental Protection Agency

US EPA - Region 9	Phone:	415.947.8000
75 Hawthorne St	Toll Free:	866.EPA.WEST
San Francisco, CA 94105	Web:	www.epa.gov/region09

Arizona Department of Environmental Quality

Phoenix Main Office	Phone:	602.771.2300
1110 W Washington St	Toll Free:	800.234.5677
Phoenix, AZ 85007	Fax:	602.771.4436
	Web:	www.azdeq.gov

Maricopa County Environmental Services Department

1001 N Central Ave	Phone:	602.506.6623
Suite #200	Fax:	602.506.5141
Phoenix, AZ 85004	Web:	www.maricopa.gov/envsvc

Doing Business in Chandler :: Further Resources

Maricopa County Air Quality Department Business Resource Center (BRC)

1001 N Central Ave
Suite #400
Phoenix, AZ 85004

Phone: 602.506.5102
Fax: 602.372.0997
Google Search Terms: maricopa air quality business

Maricopa County Environmental Health Division

1001 N Central Ave
Suite #300
Phoenix, AZ 85004

Phone: 602.506.6980
Fax: 602.506.6862
Web: www.maricopa.gov/envsvc/envhealth

Chandler Municipal Utilities Department - Environmental Resources

975 E Armstrong Way
Building L
Chandler, AZ 85248

Phone: 480.782.3582
Fax: 480.782.3805
Web: www.chandleraz.gov

City of Chandler - Fire Department

221 E Boston St
Chandler, AZ 85225

Phone: 480.782.2121
Fax: 480.782.2125
Web: www.chandlerfire.org

Trade Information

Better Business Bureau of Central/Northern Arizona

4428 N 12th St
Phoenix, AZ 85014

Phone: 602.264.1721
Toll Free: 877.291.6222
Fax: 602.263.0997
Web: www.central-northern-western-arizona.bbb.org

Grand Canyon Minority Supplier Development Council (GCMSDC)

340 E Palm Lane
Suite A-100
Phoenix, AZ 85004

Phone: 602.495.9950
Fax: 602.495.9943
Web: www.gcmsdc.org

Bid Source (Maricopa County)

201 N Central Ave
Suite 2700
Phoenix, AZ 85072

Phone: 602.495.6467
Fax: 602.495.8913
Web: www.bidsource.com

Labor Regulations

Industrial Commission of Arizona :: Department of Labor
The Arizona Department of Labor* is responsible for administering the state's laws relating to labor. These statutes include the payment of wages, employment practices, child labor and the licensing of some agencies.

Posting Requirements

Companies must comply with Federal and Arizona laws requiring that mandatory notices be posted in a conspicuous place that is frequented by employees and/or applicants. Copies of these posting notices can be obtained for a fee from the Arizona Employers' Council* (See below). Notices are also available on their Web site at www.azeci.com.

The following is a list of required postings:

Federal Notices

Department of Labor

- Age Discrimination in Employment Act
- Americans with Disabilities Act
- Civil Rights Act of 1964 (Title VII)
- Employee Polygraph Protection Act
- Equal Pay Act of 1963
- Equal Opportunity Employment
- Fair Labor Standards Act
- Family and Medical Leave Act of 1993
- Uniformed Services Employment & Reemployment Rights Act
- Federal Minimum Wage
- Government Contractors
- Federally Financed Construction
- Migrant and Seasonal Agricultural Protection

OSHA - Occupational Safety & Health Administration

- OSHA - Federal
- OSHA Summary (Form 200)
- Occupational Notice

Arizona Notices

Equal Opportunity Employment Commission

- Arizona Minimum Wage
- Constructive Discharge
- Employment Discrimination
- Unemployment Insurance
- Workers Compensation

ADOSH - Arizona Occupational Safety & Health Administration

- ADOSH - State
- Workplace Exposure to Bodily Fluids
- Hazmat (hazardous materials) Information & Emergency Data

*See Further Resources for contact information

Labor Regulations

Fair Labor Standards Act

The Fair Labor Standards Act (FLSA) is administered by the Wage and Hour Division of the U.S. Department of Labor. The law establishes minimum wage, overtime, and child labor standards for employers. The Arizona Labor department has jurisdiction over all businesses in the state, which are not covered by the FLSA. To determine if your business is subject to the FLSA please contact the US Department of Labor.

Wage Payment Laws

Every employer in the state must have at least two regular paydays each month not more than 16 days apart. Arizona law permits five working days between the end of a pay period and the payment of wages earned during that pay period. An employee who is discharged must receive all wages due within three working days. If an employee quits, the employee must be paid all wages no later than the regular pay day.

Minimum Wage

In Arizona the minimum wage as of January 1, 2009 is \$7.25.

Legislation

Right to Work Legislation

Arizona is a right to work state, which means no person shall be required to join a labor union as a condition of obtaining or retaining employment.

Safety Regulations

The Industrial Commission of Arizona, under the Occupational Safety and Health Act of 1970, is the state agency charged with regulating industrial facilities for fire, health and safety requirements. For information contact the Industrial Commission of Arizona, Division of Occupational, Safety and Health.*

Discrimination in Employment

Title VII of the Civil Rights Act of 1964 is the federal law which prohibits employment discrimination based on race, color, religion, sex or national origin. For additional information please contact the US Equal Employment Opportunity Commission.*

Immigration & Nationality Act

The Immigration and Nationality Act (INA) prohibits employers from knowingly hiring undocumented workers. It also requires employers to verify their employee's identity and work eligibility specified on the

Labor Regulations

I-9 form. For additional information please contact the Office of Special Council for Immigration-Related Unfair Employment Practices.*

Arizona Workers' Compensation Insurance

Public and private employers must carry workers' compensation insurance if they employ "regularly employed workers". Regularly employed includes all employment whether continuous throughout the year or for only a portion of the year. The purpose of workers' compensation insurance is to provide medical benefits and/or compensation to a covered

employee who is injured by an accident arising out of and in the course of their employment. The insurance must be covered at the employer's expense. Companies may choose to insure their employees in one of three ways:

1. State Compensation Fund*
2. Insuring with an authorized carrier
3. Qualifying as a self-insurer under the rules and regulations of the Arizona Industrial Commission*

Defining Employee/Independent Contractor Status

An employer is responsible for withholding and remitting state and federal income taxes, Social Security and Medicare taxes, paying unemployment and workers' compensation insurance and the employer's matching Social Security and Medicare tax.

In the case of an independent contractor, a company does not withhold or pay the above items from payments for work performed. According to the IRS, "The general rule is that an individual is an independent contractor if you, the employer, have the right to control or direct only the result of the work and not the means and methods of accomplishing the result."

For additional assistance, please contact the Internal Revenue Service, Arizona Department of Economic Security, an attorney or accountant. For information on any of these topics listed above, please contact the Arizona Employers' Council Inc.*

*See Further Resources for contact information

Labor Regulations :: Further Resources

Labor Information

Arizona Department of Labor

800 W Washington St
Phoenix, AZ 85007

Phone: 602.542.4515
Web: www.ica.state.az.us/Divisions/labor

US Department of Labor - Employment Standards Administration Wage & Hour Division

230 N First Ave
Suite 402
Phoenix, AZ 85003

Phone: 202.693.5000
Toll Free: 800.4.USA.DOL
Web: www.dol.gov/esa

Arizona Industrial Commission - Division of Occupational Safety & Health

800 W Washington St
Phoenix, AZ 85007

Phone: 602.542.5795
Web: www.ica.state.az.us/Divisions/osh

US Equal Employment Opportunity Commission

3300 N Central Ave
Suite 690
Phoenix, AZ 85007

Toll Free: 800.699.4000
Fax: 602.640.5071
Web: www.wwoc.gov/phoenix

Office of Special Counsel for Immigration-Related Unfair Employment Practices

950 Pennsylvania Ave
Washington, DC 20530

Toll Free: 800.255.8155
Web: www.usdoj.gov/crt/osc/

State Compensation Fund

3030 N 3rd St
Phoenix, AZ 85012

Phone: 602.631.2600
Toll Free: 800.231.4453
Fax: 602.631.2065
Web: www.statefund.com

Arizona Industrial Commission - Special Fund

800 W Washington St
Phoenix, AZ 85007

Phone: 602.542.3294
Fax: 602.542.3104
Web: www.ica.state.az.us/divisions/specialfund

Arizona Employers' Council, Inc.

18777 N 32nd St
Suite 90
Phoenix, AZ 85050

Phone: 602.955.7558
Fax: 602.955.4545
Web: www.azeci.com

Appendix :: State Financial Incentives Table

Program	Applicant <small>(see financial report)</small>	Incentives	Important Dates	Program Requirements	Additional Information
"Angel Investment" Small Business Capital Investment Tax Incentive Tax Credits A.R.S. § 41-1518	Small businesses in designated sectors and investors in AZ businesses	Tax credits based on the amount of the investment up to 30% over three years & up to 35% for rural or bioscience companies	Applications accepted a first-come, first-served basis	Qualified small businesses must: • Operate in AZ • Have at least 2 full-time employees that are AZ residents • Not be engaged in mining, agriculture, retail, RE, professional or health care services and/or human cloning or stem cell research	Total tax credits allowed over life of the program is \$20 million; 3-year carry-forward period for unused tax credits; Minimum investment is \$25,000 cash tax credits may be earned on investments of up to \$2 million; Investments must be reported to Commence within 30 days of investment
Arizona Job Training Grant	An employer*, a consortium of at least two employers**, a professional organization or a joint apprenticeship training committee or a Small Business Development Center***	Reimbursable grant for training net new employees or to supplement training programs for incumbent employees. Maximum grant of \$1,500,000 - 10% of the estimated annual fund amount. Award amounts range from \$2,000 to \$8,000 per position depending on company size and location.	Applications are accepted on a first-come, first serve basis. Grants are awarded based on the availability of funds.	A company must: • Pay into the Arizona Job Training Grant program. • Be a small business or consortium for unemployment tax reimbursement If the proposed training addresses an identified skilled worker shortage: • Meet or exceed the average annual qualifying wage rate for trainees at the end of grant • Maintain or exceed current level of expenditures for training	* An employer with at least one business location in Arizona ** A consortium of at least two employers with at least one business location in Arizona *** A Small Business Development Center on behalf of a consortium of employers
AZ EAST Program Grant	Small technology companies interested in applying for a federal SBIR and/or STTR grant	Up to \$5,000 in grant writing consulting services, including one-on-one assistance and SBIR/STTR specific seminars or workshops	Competitive grants are available in response to solicitations up to 4 times a year	Businesses that apply must: • Operate in AZ • Employ less than 100 employees • Have less than \$4 million in revenue • Focus on target technologies	Target technology areas are: Advanced Manufacturing, Advanced Materials, Aerospace, Biotech, Electronics, Environmental Sciences, Information Technology, Life Sciences, Nanotechnology, Optics, Telecommunications, Sustainable Systems
Commerce and Economic Development Commission (CEDC) Loans, Grants	Communities, counties, tribes, public and private universities economic development groups, and companies in operation for 2 yrs with good credit	Loans, grants, interest rate subsidies, loan guarantees; funding is limited to 50% of the increase in state and local tax revenues resulting from the project	Applications are accepted year-round	Eligible manufacturing & commercial printing businesses must: • Create or retain jobs that pay at or above the average county wage • Have a cash match from the local community equal to or greater than the funding requested from the CEDC	Focused on assisting projects in the Aerospace/ Defense/Avionics, Bioscience, Environmental Sciences, Forestry, Industrial Machinery, Agricultural Technology, High Tech Instruments and other export-oriented industry sectors
Enterprise Zone (EZ) Property Reclassification A.R.S. § 41-1525.01	For-profit manufacturing & commercial printing business located in an Enterprise Zone	5-year reclassification of real and personal property for reduced primary property taxes; Results in substantial property tax reductions	Applications for renewal and initial certification due on or before October 1 each year Certified businesses must be renewed by December 10	• Be woman-owned, minority-owned and operated	"Small" means fewer than 100 full-time employees at one location or less than \$4 million total gross annual receipts for all locations "Independently owned and operated" means not more than 50% owned by another entity unless ultimate ownership is family-owned or closely-held investment can be aggregated from 1/101 as long as the vote was in place at that time

Source: Arizona Entrepreneur's Edge

Appendix :: State Financial Incentives Table Continued

Program	Applicant <small>(see federal agency)</small>	Incentives	Important Dates	Program Requirements	Additional Information
Enterprise Zone (EZ) Tax Credit A.R.S. § 41-1525	For-profit non-retail business and manufacturers located in an Enterprise Zone	Up to \$3,000 in tax credit for each year for each net new quality job created as follows: • 1st year - up to \$500 • 2nd year - up to \$1,000 • 3rd year - up to \$1,500 Five-year carry-forward period for unused tax credits	Tax credits must be reported by the earlier of: • 6 months after the company's tax year ends, or • Before filing tax returns with the Arizona Department of Revenue	Jobs requirements: • Work to be conducted primarily (more than 50%) at the zone location • Jobs must be new, full-time and permanent • Jobs must pay above the "Wage Offer by County" and • Employer must offer to pay at least 50% of employee health insurance costs	<ul style="list-style-type: none"> No more than 10% retail activity at the zone location 35% of credit-earning employees must live in a zone in the same county as the business on date of hire Eligible employees must be employed at least 90 days in the first tax year Minimum 10-year jobs in any tax year; a 200 FTE (full-time) credit may not be claimed for the same employees
Market Assessment Grant	Small technology companies interested in having market potential conducted for one of their technology under development.	Applicants may select from a list of services available. Once awarded, the company must provide a minimum match.	Competitive grants are available in response to solicitations up to 4 times a year.	Businesses that apply must: • Operate in AZ • Employ less than 100 employees • Have less than \$4 million in revenue • Focus on target technologies	Target technology areas are: Advanced Manufacturing, Advanced Materials, Aerospace, Biotech, Electronics, Environmental Sciences, Information Technology, Life Sciences, Nanotechnology, Optics, Telecommunications, Sustainable Systems
Research & Development Tax Credit A.R.S. § 43-1074.01	Companies conducting R&D which includes: • Research including research conducted at a state university and funded by the company.	ARS 43-1074.01 • Available to eligible individual income tax credit for increased research activities in a taxable year.	Arizona Form 308 must be submitted with Arizona Income Tax returns.	The credit is structured as follows: • If the allowable amount does not exceed \$2,500,000, the allowable credit is 20% of this amount. • If the allowable expenses exceed \$2,500,000, the allowable credit amount is \$500,000 plus 11% of the amount of expenses over \$2,500,000, subject to certain limitations.	<ul style="list-style-type: none"> Qualified research for purposes of the Arizona tax credit is defined as research conducted in the U.S. that is conducted in Arizona. The amount of the credit is based on the federal regular credit computation method for Arizona qualified research expenses and Arizona basic research payments. The amount of the credit is based on the federal regular credit computation method for Arizona qualified research expenses and Arizona basic research payments.
Commercial & Industrial Solar Tax Credit (Solar) Tax Credit A.R.S. § 41-1510.01	Taxpayers who manufacture, install or finance the solar energy devices	Income tax credits: • Up to \$25,000 per location in one tax year and • Up to \$50,000 per taxpayer per year	Applications for initial certification as well as completion reports are accepted year-round Certifications are made on a first-come, first-served basis	<ul style="list-style-type: none"> Businesses must apply to Commerce for initial certification and report completion. Installation costs must be documented 	<ul style="list-style-type: none"> Commerce may certify up to \$1 million in credits in any calendar year Tax credits may equal up to 10% of the cost of solar devices, not to exceed program maximums Five-year carry-forward period for unused tax credits
Technology Assessment Grant	Small technology companies interested in having their technology reviewed and validated	Applicants may select from a list of services available. Once awarded, the company must provide a minimum match.	Competitive grants are available in response to solicitations up to 4 times a year.	Businesses that apply must: • Operate in AZ • Employ less than 100 employees • Have less than \$4 million in revenue • Focus on target technologies	Target technology areas are: Advanced Manufacturing, Advanced Materials, Aerospace, Biotech, Electronics, Environmental Sciences, Information Technology, Life Sciences, Nanotechnology, Optics, Telecommunications, Sustainable Systems

Source: Arizona Entrepreneur's Edge

Appendix :: Glossary of Terms

Annexation	The process of incorporating county islands into the City of Chandler
Breakeven Analysis	A projection of expenses and income to determine when you company will not longer run deficits
Capital investors	People or companies who invest money in a company
Case planner	Planning staff member who is assigned a zoning or development project
Certificate of occupancy (CofO)	This certifies that the business owner has completed all city processes and can begin business operations in their space
Demographics	Information about a community or area such as average age or income that can be used to choose a location near your target market
Development policies	Tools used to implement the goals and objectives of the General Plan. These policies guide City Council when making rezoning and other development decisions. New developments should consult applicable development policies and follow the guidelines within.
DPA	Development Project Administrators are your single point of contact for all city development processes
Environmental assessment	An assessment of the possible impact—positive or negative—that a proposed project may have on the natural environment. The purpose of the assessment is to ensure that decision makers consider the ensuing environmental impacts to decide whether to proceed with the project.
Equity bartering	Part ownership in a company is given in lieu of monetary payment
License agreement	A license agreement defines the terms under which a resource or property such as petroleum, minerals, patents, trademarks, and copyrights are licensed by one party to another
Licensing	Businesses need to gain the proper registration and permission to operate their business. A license signifies that this has been done.
Minimum wage	Lowest possible wage a worker can receive (tips can also count toward this wage)
Operating procedures	An organization’s policies for operation and the procedures necessary to fulfill the policies. They are often initiated because of some external requirement, such as environmental compliance or other governmental regulations.
Payment of royalties	Usage-based payments made by one party (the “licensee”) to another (the “licensor”) for ongoing use of an asset, sometimes an intellectual property (IP) right
Permitting	This is initial permission to build or change something which is followed up with inspections during and after project completion

Appendix :: Glossary of Terms

Preliminary Development Plans	A plan that provides a general design concept and layout for a proposed development. Most rezoning requests also require a preliminary development plan to accompany the zoning application. Preliminary Development Plans and rezoning requests require City Council approval.
Presite tech review	A pre-conceptual look at a site plan to look at big picture issues
Right to Work state	Employment cannot be denied or terminated if an employee does not wish to join a union
Setbacks	The area that must be kept clear of buildings/ structures. For example, most residential properties have a 10' rear setback. This means that no buildings will be allowed to be built that are located within 10' of the rear property line.
Signage	The amount and/ or size of signs to be allowed on a particular site/ building. All signs require a sign permit through the Planning and Development Department.
Target market	The people or companies for whom your product is designed provides compensation medical care for employees who are injured in the course of employment, in exchange for mandatory relinquishment of the employee's right to sue his or her employer for the tort of negligence
Use Permit	A permit that allows a land use that is otherwise not permitted within a specific zoning district. Use Permits require approval by City Council.
Variance	A deviation from a regulation within the Zoning Code, such as setback regulations. Variances must be approved by the Board of Adjustments and can only be approved if there is some irregular circumstance that applies to the property, such as an irregular lot shape.
Workers' compensation insurance	Provides compensation medical care for employees who are injured in the course of employment, in exchange for mandatory relinquishment of the employee's right to sue his or her employer for the tort of negligence
Zoning	The division of a city into areas (zones), specifying the land uses (i.e. residential, commercial, industrial, office, etc.) allowable for the property in these areas and the regulations associated with the development of these properties (i.e. maximum building height, maximum density, etc.)
Zoning code	The written, official language describing permitted land uses, found in www.municode.com
Zoning Code amendments/ zoning change	Modifications to the Zoning Code.

Appendix :: Index

Age Breakdown	5	Center for Services Leadership	15
Angel Investment	28, 50	JP Morgan Economic Outlook Center	15
Arizona Department of Commerce -	7, 10	L. William Seidman Research Institute	11, 15
Office of Innovation & Technology	30	Office of Economic Affairs	12, 15
Small Business Services	14, 22, 30	Realty Studies	15
Workforce Recruitment & Job Training Program	12, 14, 28, 50	Spirit of Enterprise Center	11-12, 15
Arizona Department of Environmental Quality	42, 44	Technology Enterprises	12, 15
Arizona Department of Labor	46, 47, 49	Technopolis	12, 15
Arizona Department of Liquor License & Control	38, 44	Business Development Finance Corporation	25, 29
Arizona Department of Revenue	41, 44	business license	38
Arizona Employee Wage Index	4	business plan	18, 19
Arizona Employers' Council	48, 49	CDC Small Business Finance	25, 29
Arizona Fast Program Grant	28, 50	certificate of occupancy	35, 52
Arizona Hispanic Chamber of Commerce	16	City of Chandler -	
Arizona Industrial Commission - Division of Occupational Safety & Health	47, 48, 49	Diversity Office	9
Arizona Industrial Commission - Special Fund	47, 49		7, 8, 14,
Arizona Minority Business Development Center	25, 29	Economic Development Division -	22, 30,
Arizona Occupational Safety & Health Administration (ADOSH)	46		31, 32, 33,
Arizona Public Service (APS)	37	Fire Department	34, 36
Arizona Secretary of State	20, 22		35, 36,
Arizona Small Business Association	16	Municipal Utilities Department - Environmental Resources	43, 45
Arizona Small Business Development Center	22, 25, 29	Planing & Development Department -	43, 45
Arizona State Compensation Fund	48, 49	Building Inspections	9, 14, 32,
Asian Chamber of Commerce	16	Current Planning Division	33, 42
ASU - Arizona State University -		Interdisciplinary Small Business Interaction Team	36
Career Services Office	11, 15	Permit Counter	36
Advanced Technology Innovation Center	12, 15	Police Department	35, 36
Center for Competitiveness & Prosperity Research	15	Public Library	8-9, 14
		Tax & License Division	38, 40, 44
		Trash & Recycling	37
		Water & Sewer	37
		Chandler Chamber of Commerce	7, 10, 16, 41

Appendix :: Index

Chandler-Gilbert Community College	12, 16	National Center for American Indian Enterprise Development	25, 29
Chinese Chamber of Commerce	16	Neighborhood Economic Development Corporation (NEDCO)	25, 29
Commerce & Economic Development Commission (CEDC)	28, 50	partnership	18
Commercial & Economic Solar Tax Credit	51	partnership, general	20, 21
corporate income tax	41	partnership, limited	20, 21
corporation	18	partnership, limited liability	20, 21
corporation, C	18, 21	posting requirements	46
corporation, S	18, 21	Prestamos	25, 30
Cost of Living Index	4	property tax	41
Cox Communications	37	Qwest Small Business	37
development project administrator (DPA)	34, 52	Race & Ethnicity	4
Education Levels	5	Research & Development Tax Credit	28, 51
Enterprise Zone	28, 50, 51	restaurant & bar tax	39-40
Equal Opportunity Employment Commission	46	sales tax - see transaction privilege tax	
Grand Canyon Minority Supplier Development Council (GCMSSDC)	45	Salt River Project (SRP)	37
Greater Phoenix Black Chamber of Commerce	16	Service Corps of Retired Executives (SCORE)	22, 25, 30
Greater Phoenix Chamber of Commerce	16	Small Business Association (SBA)	22, 25, 26-27, 30
Greater Phoenix Economic Council (GPEC)	7, 17	sole proprietorship	18, 20, 21
home based business	32, 33	Southwest Gas Corporation	37
limited liability company	20, 21	Technology Assessment Grant	28, 51
liquor license	38	telecommunication service tax	40
Maricopa County -		transaction privilege tax	38, 41
Air Quality Department		transient occupancy tax	39
Business Resource Center	42, 45	United States -	
Bid Source	45	Department of Labor	47, 49
Environmental Health Division	43, 45	Environmental Protection Agency	42, 44
Environmental Services Department	43, 44	Equal Employment Opportunity Commission	47, 49
Maricopa Workforce Connections	13, 14	Internal Revenue Service	41, 44
Market Assessment Grant	28, 51	Occupational Safety & Health Administration (OSHA)	46
minimum wage	47, 52	Office of Special Council for Immigration-Related Unfair Employment Practices	48, 49

Appendix :: Index

US Women's Chamber of Commerce	17
use permit	32, 33, 53
use tax	39, 41
utilities	35, 37
utility service tax	40
wholesale tobacco dealer's license	41
Workforce Breakdown	6
zoning change	32, 33, 34, 53
zoning code	7, 9, 18, 31, 53