

ABOUT STARTING YOUR OWN BUSINESS

INTRODUCTION

Starting your own business is a momentous step, full of anticipation and uncertainty. For most people, the prospect of being their own boss is exciting and a life-long dream. Coupled with that dream of independence is the fear of having to be responsible for all the aspects of a business. Your attorney is qualified to remove some of the uncertainties of getting your new business underway.

This business is yours. You know where you want it to go and how you want it to get there. Your attorney can help you realize your vision by taking care of the legal formalities, freeing you to concentrate on your business.

Talk to your attorney about your goals for your business, the aspects of the business you are confident you can handle and those areas where you will need assistance. With a full understanding of your background and goals your attorney can advise you on the proper form your business should assume and involve other professionals for any other services you might need. Carefully plotting what you want to achieve is the first step to a successful business.

This booklet is designed to answer the questions that are most often asked when starting a business. If you desire more detailed answers or have questions of your own not answered in this booklet, do not hesitate to ask your attorney.

Congratulations on the exciting adventure you are beginning.

Question: What choices do I have for my business organization?

Answer: Your business can be organized as a sole proprietorship, a partnership, a limited partnership or a corporation. Your attorney can advise you, based on your circumstances and goals, which form is best for you to operate your business.

SECTION I CORPORATIONS

Question: What is a corporation?

Answer: A corporation is a legal device that separates the owners of the business (the shareholders) from the obligations and debts of the business (the corporation). For legal purposes the corporation becomes an entity separate from the owners.

Question: What are the benefits of operating as a corporation?

Answer: The major benefit is the limit on potential liability that the corporate form of business provides. Because the corporation is a legally recognized entity it is responsible for its own debts and any judgments against it. The owners can lose no more than the amount of money they have invested in the corporate business, either for the purchase of stock or as a loan. Additionally, the owners of shares in a corporation can sell their shares without the problems that occur with the attempted sale of a sole proprietorship or a partnership. The ownership of the corporation is distinct from the management of the corporation, so a sale of stock does not require a change in how the corporation is conducting its business. There are also tax considerations that can be beneficial in some circumstances.

Question: What are some of the tax benefits?

Answer The corporation is able to deduct from its taxable income all the expenses necessary to the operation of its business. Your business can pay your medical insurance, provide you with a car or pay for your trips on company business. As business expenses these costs are paid for by the corporation before the profits on which taxes are paid are calculated.

Question: Are there tax disadvantages?

Answer: Corporations cannot accumulate and hold more cash than necessary for their business needs without incurring a tax penalty. As a new business this is a problem you would probably like to have. Unless your business receives its income from what the IRS terms passive investments there should not be any adverse tax consequences to operating as a corporation.

Question: What are the drawbacks to operating as a corporation?

Answer There are legal formalities that must be observed to protect the benefits of operating as a corporation. They are not difficult and your attorney can help guide you in this area so no mistakes are made. Generally, you must be sure that you treat the corporate business as the corporate business and not as your personal business. Keeping the distinction between you and the corporate business intact becomes routine with practice; it can be as simple as remembering to identify yourself as the president of ABC Corp. every time you sign your name.

Question: What can happen if I do not follow the legal formalities?

Answer You could lose the protections of limited liability afforded by the corporate form and be treated as a sole proprietor for the recovery of debts or the satisfaction of judgments. Fortunately, the formalities are not difficult and your attorney can help you to follow them.

Question: How do you incorporate a business?

Answer: The laws governing corporations differ slightly in each state, but generally the steps are as follows: You and two or three others (called the incorporators) file with the state's secretary of state

a document entitled "Articles of Incorporation." The secretary of state reviews and records the Articles and then sends to you a Certificate of Qualification that recognizes the corporation and authorizes it to conduct business in the state. You are then ready to hold the organizational meeting of the new corporation.

Question: What are articles of incorporation?

Answer The articles of incorporation are the legal papers, filed with the state's secretary of state, that bring the corporation into existence and authorize it to operate in the state. The articles of incorporation tell the state the name of the corporation, the business it intends to conduct, the number of shares it will issue, the name and address of its registered agent, the address of the corporation and the names of the people who are organizing the corporation and the names and addresses of the people who will operate the corporation.

Question: Who are the incorporators?

Answer: The incorporators are the people who put the new corporation together. They arranged for the corporation to have assets, credit, property and whatever else was necessary to get the new business up and running.

Question: I'm going to be the only one running my business. Can I be the only incorporator?

Answer: In some states, yes. In other states, no. Your lawyer can advise you as to what your state requires.

Question: Who can be an incorporator?

Answer: Anyone of legal age who is not insane or otherwise incompetent (too old or too sick to know what he or she is doing) can be an incorporator. In some cases the attorney or his or her secretary is listed as an incorporator to satisfy the legal requirements for a specific number of incorporators.

Question: What do the incorporators do?

Answer: Legally the incorporators establish the corporation and run its affairs until the organizational meeting.

Question: What happens at the organizational meeting?

Answer: The incorporators turn the management of the corporation over to the corporation's Board of Directors. The Board of Directors then either approves or disapproves the actions of the incorporators in establishing the corporation, accepting for the corporation the debts and obligations incurred by the incorporators. The Board of Directors adopts by-laws for the corporation and elects a President, Vice-President, Secretary and Treasurer of the corporation. The Board of Directors passes the resolutions necessary to open bank accounts in the corporation's name and to authorize

the officers to act in behalf of the corporation. Then the corporation is in business.

Question: What is a board of directors?

Answer: The corporation's board of directors has the responsibility to make the business decisions for the corporation. This is the group of people who hire and supervise the officers of the corporation who run the day-to-day activities of the business.

Question: Who would be on my board of directors?

Answer The people you choose to sit on your board of directors should be people whose business judgment you trust and who share your vision for your company.

Question: Do I have to give up some of the ownership of my company to the members of the board of directors?

Answer No. The directors do not have to have an ownership interest in the company they direct.

Question: Do I have to go along with what the board of directors says, even if I think it is wrong?

Answer: The responsibility of running the corporation rests with the Board of Directors, who can be found to be personally liable for the illegal or ill-advised actions of the corporation. The Board of Directors has the final say in the management of the corporation.

Question: I can't stand the thought of a group of strangers who don't know my company telling me how to run it. Isn't there anything I can do if I know they are wrong?

Answer Ultimately, the authority to operate the corporation rests with the owners of the shares of the corporation. The directors are elected by the shareholders and the owners of a majority of the outstanding shares can force the resignation of some or all of the directors. The by-laws of the corporation establish the procedure necessary to remove directors.

Question: What are shares?

Answer: Shares represent the ownership of the corporation. They are registered with the corporation so the corporation has a record of its owners.

Question: I hear the terms 'stock' and 'shares' used interchangeably. Is there a difference?

Answer: Not in usage. A stock certificate is the physical paper that represents the share of the company owned by the owner of the certificate.

Question: How many shares will I have after I incorporate?

Answer: Your corporation can issue any number of shares. There are single share companies and the likes of IBM which have millions of shares outstanding.

Question: Can someone else buy my company by buying shares?

Answer: It depends on whether there are restrictions placed on the sale of the shares and who owns them. Many small corporations restrict the sale of shares so an outsider cannot disrupt the business. A publicly traded business cannot place similar restrictions on the transfer of its shares.

Question: What is a publicly traded corporation?

Answer: A publicly traded corporation is a corporation that has decided to sell a portion of its equity (ownership) to anyone who wants to buy (the public) to raise money and has found enough buyers in the public to establish a market for its shares.

Question: What does the term equity interest mean?

Answer: An equity interest is an ownership interest in the company. An equity owner participates in the profits of the company and can lose the money he or she has invested in the company.

Question: What is capital?

Answer: Capital is another name for money, usually. It can also refer to property that is used in a business to produce something that can be sold.

Question: What is a Chapter S corporation?

Answer: Chapter S refers to Chapter S of the IRS Code. A Chapter S corporation has decided to be taxed as if the profits and losses of the corporation were the personal profits and losses of the shareholders in much the same way partnerships are taxed. Chapter S is limited to small corporations. This form is often appropriate for new businesses because the anticipated losses can be used by the owners to offset other income, such as wages from another job.

Question: What do I have to do to be classified as a Chapter S corporation?

Answer: There are certain requirements for a Chapter S corporation. Basically the requirements are a limited number of shareholders and a limited amount of money. Your attorney can tell you if your corporation qualifies. If you qualify, all you have to do is file the appropriate form with the IRS. Your accountant or attorney can make sure the form is filed.

Question: What is a limited liability corporation?

Answer: A limited liability corporation combines the limited liability of the corporate form of business with the more flexible operation and tax attributes of a partnership. If you are contemplating organizing your business as a partnership you should discuss the usefulness of the limited liability

corporation with your attorney.

Question: What is Section 1244 stock?

Answer: Section 1244 of the IRS Code is designed to allow new small businesses a greater tax benefit if the company's stock loses value. The loss incurred on the sale of Section 1244 stock is treated as an ordinary loss by the taxpayer, allowing the owner to deduct the loss on his or her 1040 personal tax return. Your attorney can help you decide whether your corporation qualifies for the Section 1244 treatment.

Question: What is a bond?

Answer: A bond is a promise by the corporation to repay money it borrows. The bond sets an interest rate and a date for repayment. The bond can be sold to another investor any time before it matures. There is usually no specific property offered as collateral for the money loaned. The bond holder expects to be repaid from the future profits of the business.

Question: What is a junk bond?

Answer: A junk bond was a term for these unscented promises to repay the money loaned to small or medium-sized business that were unable to borrow money from the institutions that loan to large corporations (banks, insurance companies). They were 'junk' to large investors because, in most cases, the business borrowing the money did not own enough assets that could be sold to cover the amount of money borrowed. In the event the business defaulted or went bankrupt there would be no repayment at all.

Question: What does default mean?

Answer: Default is a legal word for failing to do what you have said you would do or are required to do. You default on a loan when you do not repay it on time *in* the amount promised.

Question: What is bankruptcy?

Answer: Bankruptcy recognizes that at times businesses fail and cannot fulfill their obligations. The assets of the business are sold or transferred to the creditors of the business to satisfy their claims.

Question: How can I raise money if I choose to incorporate?

Answer: Like any entity the corporation can borrow money or sell something it owns to raise additional money. As a new business your ability to borrow money will be based on your personal resources and credit unless the corporation has a valuable asset that can be used as collateral for a loan.

Question: How do I go about selling shares in my corporation?

Answer: State and/or federal laws governing the sales of securities may apply to an attempt to sell shares in your company. Before you sell any shares you need to consult with your attorney.

These restrictions can be written in the articles of incorporation, the by-laws or a separate agreement among the incorporators.

Question: Which would be best for me?

Answer: It depends on the reason you have for wanting to restrict the subsequent transfer of the shares. Your attorney can recommend the best course of action for you.

Question: I intend to conduct business in more than one state. Is there a problem to this?

Answer No. Your business organization is determined by the form chosen originally; that is, if you incorporate in one state, you will be a corporation doing business in any other state. You will still be required to satisfy the local regulations of each state before you can conduct business there, but you do not have to incorporate in each state.

Question: Can I incorporate in each state where I intend to do business?

Answer: Yes. It is not necessary to incorporate in each state to do business there, but it is possible to do it.

Question: Are there any advantages to multiple incorporations?

Answer: You limit your liability for the actions of each separate corporation to the funds held by the individual corporations if you remember to treat each corporation as a separate entity and do not combine the money and decision making of the several corporations into one management group.

Question: How long does a corporation last?

Answer Unless a specific term was included in the articles of incorporation the corporation goes on forever.

Question: What happens to the business if I get a divorce?

Answer The shares of the corporation you own will be divided as any other marital property.

Question: What happens when I die?

Answer Your shares in the corporation will go to the people you name in your will and they will become the owner of the business.

Question: What if I want to close the business down before I die?

Answer: The corporation can be dissolved by a vote of the shareholders approving such a decision. The process of dissolving a corporation is similar to a liquidation in bankruptcy; all the assets of the corporation are gathered and sold and the proceeds used to pay the corporation's debts. Any remaining money is distributed to the shareholders based on the number and types of shares held.

Question: I went through bankruptcy a few years ago. Can I still incorporate a business?

Answer: Yes. Your bankruptcy does not prohibit you from incorporating now.

SECTION II PARTNERSHIP

Question: What is a partnership?

Answer: A partnership is a group of owners, each of whom has the legal right to operate the business, including contracting and incurring debt for the partnership.

Question: What are the benefits of operating a business as a partnership?

Answer: Ease of formation and operation and confidentiality are the major benefits of operating as a partnership. The partnership agreement is a contract among the partners and establishes their rights and responsibilities on whatever terms they have decided. It is not a public document that anyone can read which Articles of Incorporation are.

Question: What are the drawbacks to operating a business as a partnership?

Answer: There is no limit on liability similar to that offered under the corporate form of business. The personal assets of each partner can be taken to satisfy an obligation or judgment against the partnership. This unlimited liability is the biggest drawback to operating as a partnership.

Question: Are there any other disadvantages to a partnership?

Answer: In the operation of the business the actions of a single partner are sufficient to bind the partnership to whatever course of action the partner agreed to, regardless of what the other partners think or even if the other partners told the partner not to do what he or she did.

Question: Can the partnership borrow money?

Answer: Raising additional capital can be more difficult for a partnership because the partnership in many states cannot borrow money in its own name. The individual partners must use their own credit and each partner would be liable for the full amount borrowed by all the other partners and may have to repay the loan with his or her individual assets.

Question: What is a limited partnership?

Answer: A limited partnership is an organization that consists of a general partner who has the responsibility of operating the business, and a number of limited partners who have an interest in receiving a portion of the profits of the business, based on their partnership share, but who do not have any authority to operate or speak for the partnership business. The limited partnership is in many ways comparable to a Chapter S corporation for tax purposes.

Question: What are the benefits of operating as a limited partnership?

Answer: As the general partner, you retain the right to operate the business. The money raised from the limited partnerships is not a debt to the business. If you need more money and the partnership agreement allows it, you can find more limited partners to buy into the arrangement.

Question: What are the benefits for the limited partners?

Answer: The limited partners do not have to worry about operating the business and have no potential liability beyond the amount of money they have invested in the partnership. Even if the business fails, and assuming they have not done anything to make them general partners, they have no personal liability for the debts or judgments of the partnership business.

Question: What are the disadvantages to the limited partnership form of business organization?

Answer: If you are the general partner, you have given away the right to a portion of your future profits based on the distribution agreement between you and the limited partners. As the general partner you still have unlimited personal liability for the way you conduct the business.

Question: Can I choose to operate my business as a partnership now and then change it to a corporation later?

Answer: You can change the legal form of your business whenever you want. There are certain tax consequences that might apply to such a change and legal formalities that must be observed. Your attorney can help you decide whether it is to your best interest to delay on deciding the ultimate form of your business.

Question: How long will the partnership last?

Answer: Most partnership agreements provide a date for the partnership to terminate. Certain events can also cause the partnership to terminate. The partnership lasts until one partner withdraws for any reason. The partner may die, go bankrupt, want to quit the partnership or have the other partners want him or her to quit.

Question: What happens if I get a divorce?

Answer: A divorce will not affect the partnership. The partnership assets are not part of the marital property divided upon a divorce. You may have to pay a portion of the profits of the partnership to your divorced spouse as they are paid to you, but you and not your spouse will remain the partner.

Question: What happens if I die?

Answer: The partnership *is* extinguished and there must be an accounting of what each partner owes to the partnership and what each partner will receive in the distribution of partnership assets. The remaining partners can reform as a new partnership. It is possible for the partners to agree beforehand to continue as a partnership upon the death of individual partners by purchasing the partner's interest in the partnership.

Question: What happens if we want to get rid of a particular partner?

Answer: The partnership agreement should spell out the process to be used to force out an unwanted partner. He or she would be entitled to the value of his or her share of the partnership and the remaining partners would have to pay for it.

Question: How would I dissolve a partnership?

Answer: A partnership is a voluntary organization. One partner can elect to withdraw and force the partnership to dissolve and distribute his or her share of the partnership to him or her. Generally, partnership agreements provide for the purchase of the withdrawing partner's interest by the remaining partners so the partnership can continue pretty much unchanged.

SECTION III
PROPRIETORSHIP

Question: What is a sole proprietorship?

Answer: A sole proprietorship means you own the business in your own name. You own the inventory, supplies, office furniture, everything as your personal property.

Question: What are the benefits of operating a business as a sole proprietorship?

Answer: You own it outright and can open for business immediately. There are no legal formalities to observe.

Question: What are the disadvantages to operating a business as a sole proprietorship?

Answer: You have no legal protection in case anything goes wrong with the business. An accident or business failure could wipe you and your family out financially. Any debts or judgments of the business would have to be paid by you personally from whatever assets you, and probably your

spouse, own. All in all a very risky venture when incorporation is so easy.

Question: How long does a sole proprietorship last?

Answer: A sole proprietorship will last until the death of the proprietor or until he or she decides to cease operating the business.

Question: What happens if I get a divorce?

Answer: The assets of the business are the personal property of you and your spouse. As such they will be divided between you two without regard for how they fit within the business. You may or may not have sufficient assets to continue to operate the business after the divorce. You may have to continue to work with your ex-spouse after the divorce if you want to continue the business. For some people this arrangement works out well, for others not so well.

Question: What happens if I die?

Answer: The business assets will be distributed as part of your estate to the beneficiaries of your will. If you and your spouse operate the business together, he or she can continue the business in most cases.

Question: How do I close the business down?

Answer: Just stop working. There are no formalities at all for a sole proprietorship.

SECTION IV
NAME

Question: What name can I use?

Answer: You can use any name for your business as long as no one else is using the same name. There are some restrictions for businesses that are regulated (for example, only banks can call themselves banks), but your attorney can guide you *in* making sure you get the name you want.

Question: What if someone else is already using the name I want to use?

Answer: Your attorney can research whether the other business has registered the name you want. If not, you may be able to use it.

Question: What if a big company is using the name I have always used for my business?

Answer: If the big company has not used the name in your state and has not reserved the name for its use you might be able to continue using the name. Likewise, if you intend to operate in more than

one state, you will have to register or reserve your name in each state to insure you can use the name when your business expands.

Question: I am not ready to start my business right now, but I want to protect my right to use the name I think would help my business. Can I do this?

Answer Most states allow you to reserve a name for future use. Your attorney will be able to tell you what your state requires. It usually requires the filing of a form with the name and the payment of a fee.

Question: I have been operating a business that I want to incorporate, but I don't want to use the business name as the name of my corporation. Can I do this?

Answer: Certainly. The corporation can be named what you like and the business can continue to operate under the old name. This is known as doing business as or abbreviated d/b/a. Example: ABC Corporation d/b/a Joe's Barber Shop.

SECTION V TAXES

Question: What taxes will my business owe?

Answer: The form you choose for your business will determine how you and it will be taxed. You need to talk to a qualified financial consultant prior to deciding what form your business should take. Based on the type of business you intend to conduct, the assets the business will own and the anticipated profits and losses your adviser will be able to recommend the appropriate business organization for you and tell you what taxes you will owe.

Question: What is a tax ID number?

Answer: Also called an employer identification number, the tax ID number for your business is the number assigned to your tax account by the IRS. A sole proprietorship that does not have employees can use the owner's Social Security number. Your attorney or accountant can file the form necessary to get a tax ID number for your business.

Question: My business will have to collect sales tax. How do I go about that?

Answer: You will be assigned a tax collection number when you obtain your business license. Some jurisdictions require monthly payments of the sales taxes you have collected, while others require remittance of the taxes quarterly. You collect the tax at the point of sale and are responsible for sending the money to the governments (local and state) when due.

Question: Any other taxes I need to plan for?

Answer: If your business has employees you will need to pay Social Security taxes on their wages, contribute to a workers' compensation fund and set aside some money for unemployment insurance.

SECTION VI LICENSES

Question: What licenses will I need?

Answer: Typically, you need a local business license from the city or county before you can legally transact business in the jurisdiction. Additional requirements, depending on the nature of the business conducted, can include health inspections for food sellers and background investigations for sellers of restricted goods such as alcohol or firearms.

Question: Are there any other fees I will need to pay?

Answer: You may want to join the local Better Business Bureau, Chamber of Commerce and merchants' association in addition to any state and national associations of similar businesses. These associations can help your business with advice and other services and membership should be explored. In many cases the cost of becoming a member of the association is small.

SECTION VII NOT-FOR-PROFIT ORGANIZATION

Question: I want to start a not-for-profit organization. How do I go about that?

Answer: Generally, not-for-profit (non-profit) organizations are incorporated to take advantage of the tax rules for not-for-profit corporations that allow donors to deduct their contributions from their tax obligations. You will have to incorporate to gain the tax benefits and file the appropriate forms with the IRS.

Question: Will my not-for-profit organization be tax exempt so I can take in contributions?

Answer: Tax-exempt status depends on satisfying the IRS that the organization meets certain requirements concerning permissible activities, disbursement of funds collected and what will happen to the organization's assets if you go out of business. This is a separate determination from deciding if the organization qualifies for not-for-profit treatment. Your tax adviser can guide you in this area to insure that all the requirements are met.

Question: I have heard the term 'private foundation' before. What is this?

Answer: A private foundation is what the IRS calls a business entity purporting to be not for profit that does not satisfy their rules. It is a status that brings an increased tax rate and certain penalties. Your tax adviser will tell you how to avoid being classified as a private foundation.

SECTION VIII LOGOS AND TRADEMARKS

Question: I have a logo already. Can I protect it?

Answer: Certainly. Your logo is entitled to copyright protection under federal law. Your attorney can file your copyright application and insure that your rights to the logo are protected and no one can use the same design. At the same time, your attorney can search to determine whether your logo infringes on any other protected logo used by another business.

Question: I also have a product name that I want to continue to use. What do I have to do?

Answer: You can register your product name or slogan that identifies your product or business with the U.S. Patent Office if you conduct business using the name in more than one state. Locally, you can register the name or slogan in many states to protect it within the state you do business.

Question: What is the difference between a trademark and a service mark?

Answer: A trademark identifies a product and a service mark identifies a service being offered by someone. Both marks distinguish the product or service being offered from a similar product or service originating from some other source.

SECTION IX FRANCHISE

Question: I am buying a franchise operation. How will that affect my ability to do business?

Answer: Your franchise agreement is a contract between you and the franchise seller (franchisor). As such, the terms of the contract regulate your behavior in all areas the contract covers. Generally, franchise agreements require certain quality standards be maintained and obligate you to purchase some or *all* your supplies from the franchisor. Before you agree to become a franchisee you should review the advantages and disadvantages of the business decision with your advisers.

Question: I'm pretty sure I want to buy the franchise. What should I look out for in making my decision?

Answer: Each franchise opportunity is different, but the track record of the franchisor is the first

place to look. Have previous franchisees been well served by the support staff of the franchisor? Are the current franchise owners satisfied with their rate of return? Why is this franchise being offered to you and not a current franchisee? How large a market is protected from future franchises? Your attorney can help you answer these and other questions that arise as you research the franchise business.

SECTION X INSURANCE

Question: What kind of insurance should I carry?

Answer: Insurance can be very helpful to a new business. You will need liability insurance to cover any potential accidents as well as insurance to cover any property owned or leased by the business. Directors' liability insurance and life insurance might also be appropriate for your business.

Question: What is directors' liability insurance?

Answer: Your corporation's Board of Directors is responsible for running the corporation. At times mistakes can be made that might make the directors liable to someone who has been injured. Directors' liability insurance covers the risk assumed by the Board of Directors when they agreed to serve on the Board.

Question: What life insurance would I need?

Answer: Life insurance can serve many different functions for a business. Insurance policies on the owners, payable to each other or the business, can fund the purchase of the dying person's interest without bankrupting the remaining owner or the business. You might also want to obtain key person insurance on yourself or someone else whose expertise is essential for the continued success of the business. This insurance protects against the business failing because the person who knows the business dies, becomes ill or leaves to take another job.

SECTION XI LAST QUESTION

Question: What is the most common problem of a new business?

Answer: There are two problems that every new business should anticipate. The major reason new businesses fail is a lack of start-up money to see them through the lean times in the first year or two when sales may not be sufficient to pay for the expenses. Undercapitalization has done in many new businesses. The second problem is one your attorney can help you avoid: what happens when the owners no longer want to work together? The time to prepare for the dissolution of the business is

in the beginning, when you are deciding what business you want to establish and the form you want it to take. This time, when everyone agrees with each other about the business, is the time to set out in writing what will happen if the business fails or the owners cannot agree how to proceed. The failure of the owners of a new business to prepare for the unpleasantness of a business divorce has sunk as many businesses as has a lack of money. A dissolution agreement prepared in advance can save a business. Decide beforehand how to handle the break-up of the business, so that the valuable asset you are about to build will retain its value. Let your attorney help you.

**SECTION XII
ASSOCIATIONS THAT CAN
HELP YOUR BUSINESS**

American Federation of Small Business

18200 Sherman St.
Lansing, IL 60438-3104
(708) 895-7700

Chamber of Commerce of the United States of America

1615 14 St., N.W.
Washington, D.C. 20062
(202) 659-6000 Fax: (202) 463-5836

National Association for the Cottage Industry

P.O. Box 14850
Chicago, IL 60614
(312) 472-8116

National Association for the Self-Employed

P.O. Box 612067
Dallas, TX 75261
(800) 232-6273 Fax: (800) 551-4446

National Association of Home Based Businesses

10451 Mill Run Circle
Owing Mill, MD 21117
(410) 363-3698

National Federation of Independent Business

600 Maryland Ave., S.W.
Washington, D.C. 20024
(202) 554-9000 Fax: (202) 484-1567

