APPENDICES

Appendix I  A Treatment detailing the structure and content of the Guide

Appendix II  Summary of comments from one of the panel sessions regarding format and data elements

Appendix III  A Sample Guide Sheet
NEW ENGLAND FUNDING REFERENCE GUIDE

PURPOSE:

This guide provides a functional guide to various financial assistance programs operated by the various public and quasi-public entities based throughout New England for the benefit of minority/women entrepreneurs and small businesspeople.

STRUCTURE:

This guide is separated into two major sections:

Section 1

This section is divided by type of business: Manufacturing; Retail; Distribution; and Service. Within each business segment, we identify various financing needs (e.g. Receivables loans, machinery loans, etc.).

To use the guide, turn to the business segment that is applicable to your business or proposed business. Within that business segment, you turn to the page that matches your financing need.

For example, you operate a janitorial and cleaning service and you need a new truck to expand your business. First, you would turn to the Service business segment. Within the Service business segment, you turn to the page entitled Vehicle Financing. There you will find a listing of all entities providing the desired financing for your type of business. You will be supplied with the page in Section 2 that contains a description of each entity listed.

Section 2

This section contains information on each New England entity responsible for the various financial assistance programs available for minority/women entrepreneurs and business people.

For every entity in question, you will find overall description of its operations and functions. In addition, you will find a description of each of the various specific financing/funding programs administered by the entity.

The various entities are included in alphabetical order.
FUNDING REFERENCE GUIDE

OUTLINE

Section I  Index by type of business and financing need

A. MANUFACTURING BUSINESSES

Type of Financing Required

1. Accounts Receivable Financing
2. Acquisition Financing
3. Employee Training Funding
4. Energy Costs Assistance
5. Feasibility Study Funding
6. Inventory Financing
7. Leasehold Improvement/Fixture Financing
8. Manufacturing Machinery
9. Moving/Business Relocation Expense Funding
10. Office Equipment Financing
11. Real Estate (Land and/or Building) Financing
12. Vehicle (car/van/truck) Financing

B. RETAIL BUSINESSES

Type of Financing Required

1. Accounts Receivable Financing
2. Acquisition Financing
3. Employee Training Funding
4. Energy Costs Assistance
5. Feasibility Study Funding
6. Inventory Financing
7. Leasehold Improvement/Fixture Financing
8. Manufacturing Machinery
9. Moving/Business Relocation Expense Funding
10. Office Equipment Financing
11. Real Estate (Land and/or Building) Financing
12. Vehicle (car/van/truck) Financing

C. DISTRIBUTORS

Type of Financing Required
1. Accounts Receivable Financing
2. Acquisition Financing
3. Employee Training Funding
4. Energy Costs Assistance
5. Feasibility Study Funding
6. Inventory Financing
7. Leasehold Improvement/Fixture Financing
8. Manufacturing Machinery
9. Moving/Business Relocation Expense Funding
10. Office Equipment Financing
11. Real Estate (Land and/or Building) Financing
12. Vehicle (car/van/truck) Financing

D. SERVICE BUSINESSES

Type of Financing Required

1. Accounts Receivable Financing
2. Acquisition Financing
3. Employee Training Funding
4. Energy Costs Assistance
5. Feasibility Study Funding
6. Inventory Financing
7. Leasehold Improvement/Fixture Financing
8. Manufacturing Machinery
9. Moving/Business Relocation Expense Funding
10. Office Equipment Financing
11. Real Estate (Land and/or Building) Financing
12. Vehicle (car/van/truck) Financing

Section II Program descriptions of each entry contained in the guide

Currently, they are:

CONNECTICUT

Business Assistance Fund
Environmental Clean-Up Fund
Connecticut Works Fund Loan Guarantee Program
Connecticut Business Development Corporation
Environmental Assistance Fund
Growth Fund
Industrial Parks Program
Connecticut Innovations, Inc.
Investment Finance
Loan Guarantees
Manufacturing Assistance Fund
Naugatuck Valley Fund
Connecticut Seed Ventures Fund

Very Small Business Loan Guarantee Program
Small-Contractor Set-Aside Program
Greater Hartford Business Development Center, Inc.

MAINE

Coastal Enterprises, Inc.
Commercial Loan Insurance Program
Export Financing Services
Linked Investment Program for Agriculture and Small Business
Non-Traditional Lenders' Loan Insurance Program
Small Business Loan Insurance Program
Veterans' Small Business Loan Insurance Program
Working Capital Loan Insurance Program
Economic Recovery Loan Program
Smart-E and Smart Bond Programs
Job Start Program (currently on hold)
Occupational Safety Loan Program
Overboard Discharge Replacement Program
Potato Marketing Improvement Fund
Underground Oil Storage Facility or Tank Replacement Program
Waste Reduction or Recycling Loan Program
Maine Seed Capital Tax Credit Program
Maine Community Loan Fund

MASSACHUSETTS

Working Capital/ICCD
Western Massachusetts Enterprise Fund, The
Advisory Services
Economic Stimulus Fund
MIFA/Amerifund Receivables Program
Mortgage Insurance Program
Current Refunding Program
Economic Development Fund
Massachusetts Export Finance Guarantee Fund
Eximbank Working Capital Guarantee
Child Care Facilities Loan Fund
Seafood Revolving Loan Fund
Thrift Institutions Fund for Economic Development
Taxable Industrial Development Bonds
Tax-exempt Industrial Development Bonds
Thrift Fund
Massachusetts Capital Resource Company
Massachusetts Community Capital Fund
Community Development Program
Venture Capital Fund
Massachusetts Technology Development Corporation Financing
Small Business Administration 504 Loans
Targeted Revolving Loan Program
Working Capital Loan Program
Industrial Services Program
Hilltown Enterprise Fund

NEW HAMPSHIRE

Capital Networks
Capital Access Program
Guarantee Asset Program
Industrial Development Revenue Bond Financing
Guarantee of Loans to Small Business Program
U.S. Department of Housing and Urban Development
Appropriate Technology Demonstration Grants Program
SBA 504 Loan Guarantees
Farmers Home Administration
New Hampshire Industrial Research Center
Export Finance Program

RHODE ISLAND

Elmwood Neighborhood Housing Services
Tax-exempt and Taxable Industrial Revenue Bonds
Insured Bond and Mortgage Program
Small Business Loan Fund
Business Development Company Financing
SBA 504 Program
SBA 7a Program
VERMONT

Burlington Revolving Loan Program
Vermont Job Start
Agricultural Finance Program
Debt Stabilization Program
Direct Loan Program - Subchapter 5
Mortgage Insurance Program - Subchapter 2
SBA 504 Certified Development Company Program
Rural Economic Activity Loan (REAL) Program
Northern Community Investment Corporation

NEW ENGLAND AND NATIONWIDE

Energy-Related Inventions Program
New England Trade Adjustment Assistance Center
Cooperative Fund of New England

Appendices

Introduction to Credit and Capitalization
Glossary of Financial Terms
List of Community Development Corporations in New England by state
APPENDIX II
PARTICIPATION SUMMARY

APRIL 26, 1993

Local Enterprise Assistance Fund

22 - Participating
13 - Responded by Mail/Phone
3 - Attended Panel Discussion
4 - Intend to Respond by Mail
2 - Declined to Respond

11 - Logo Design Format
4 - Modern Design Format
1 - Detective Design Format
Ms. Margaret Miley  
Coalition for a Better Acre, Inc.  
450 Merrimack Street  
Lowell, MA 01852  
508-452-7523  

COMMENTS: Will mail comments. (4/26 Message)

Mr. David Knowles  
Executive Director  
Dorchester Bay Economic Development Corporation  
594 Columbia Road, Suite 302  
Dorchester, MA 02125  
617-825-4200  

COMMENTS: Liked design format with logo.

Mr. Steven Antinelli  
Executive Director  
Green Island/Vernon Hill Community Development Corporation  
3 Lafayette Plaza  
Worcester, MA 01608  
508-752-2391  

COMMENTS: Liked design format with logo, color would be good. The content was concise and easy to read with bold headings.

Mr. Monte Pearson  
Executive Director  
Heritage Common Community Development Corporation  
232 Lowell Street  
Lawrence, MA 01841  
508-685-3115  

COMMENTS: Liked modern design with BIG BOXES next to headings. They pull attention directly to those headins and catagorize information on the page. For a New England wide publication I think that it is important to have the Geographic Area heading right up front so as not to waste time wading through information then find out that it is the wrong geographic area.
Ms. Katheryne Woo  
Hilltown Community Development Corporation  
P.O. Box 17  
Chesterfield, MA 01012  
413-296-4536  

COMMENTS: Like modern design because it was clear and attractive.

Mr. Gordon N. Gottsche  
Executive Director  
Just a Start Corporation  
P.O. Box 410310  
Cambridge, MA 02141-0003  
617-494-0444  

COMMENTS: Liked detective design best, very creative! Mention indication of range of rates. Compare to banks (below?). Any hidden cost? Why a good deal? If listing CDC's in an appendix be upfront about technical assistance, any servicing or monitoring.

Ms. Lisa Heller  
Executive Director  
Madison Park Development Corporation  
122 Dewitt Drive  
Roxbury, MA 02119  
617-445-1061  

COMMENTS: Liked modern design. Thought that contact name with number and comment about funding organization was helpful. Didn't get detective design.

Mr. Steven Teasdale  
Executive Director  
Main South Community Development Corporation  
1020 Main Street  
Worcester, MA 01608  
508-752-6181  

COMMENTS: Will mail comments. (4/26 Message)
Mr. Peter Hall  
Executive Director  
North Adams Community Development Corporation  
85 Main Street, Suite 228  
North Adams, MA 01247  
413-664-6369

COMMENTS: Liked logo design. Clear on who the funding organization is, straightforward, easy to read. Overall content is well organized and more in-depth than other guides. Especially liked the application process information with time requirements and contact person. Covered the basics and more. The detective design was distracting and hard to read. No comment on modern design.

Ms. Evelyn Friedman-Vargas  
Executive Director  
Nuestra Comunidad Development Corporation  
391 Dudley Street  
Roxbury, MA 02119  
617-427-3599

COMMENTS: Will mail comments. (4/26 Message)

Mr. Bob Biagi  
Executive Director  
Nueva Esperanza, Inc.  
401 Main Street  
Holyoke, MA 01040  
413-533-9442

COMMENTS: Declined to Respond.

Ms. Joanne Foster  
Executive Director  
Oak Hill Community Development Corporation  
226 Grafton Street  
Worcester, MA 01604  
508-754-2858

COMMENTS: Will mail comments. (4/26 Message)
Ms. Hariett Lebow  
Executive Director  
Oak Hill Community Development Corporation  
226 Grafton Street  
Worcester, MA 01604  
508-754-2858  

COMMENTS: Liked logo design. Graphics were distracting on the other two designs.

Mr. Charles J. Buffone  
Chairman, Board of Directors  
Oak Hill Community Development Corporation  
226 Grafton Street  
Worcester, MA 01604  
508-754-2858  

COMMENTS: Declined to Respond.

Mr. Kenneth E. Walto  
Pittsfield Economic Revitalization Corporation  
City Hall, Room 205  
Pittsfield, MA 01201  
413-499-9368  

COMMENTS: Liked logo design.

Mr. Richard Shortt  
South Boston Community Housing, Inc.  
72 A Street  
South Boston, MA 02127  
617-268-9610  

COMMENTS: Attended panel discussion. Liked logo design, cleaner the better. The other ones were distractive. Information is thorough, especially liked Application Process and Loan Size. It would be useful to non-financial users to have a glossary. Also suggested putting an Appendix in the back of the guide listing CDC’s that could be liaisons. Create directory listing by state, rural, city (breakdown to area).
Mr. Syvalia Hyman, III  
President  
United South End/Lower Roxbury CDC  
Community Development Corporation  
434 Massachusetts Avenue #404  
Boston, MA 02118  
617-266-5451

COMMENTS: Attended panel discussion. Liked logo design. If there is a CDC Appendix be careful not to direct people to places that they cannot get assistance. Clearly state whether TA is available - Don't waste everybody's time! Make note that legal expenses must be paid as part of fee. Breakout Fees and Charges: Financing Fees, Commitment Fees etc. Match funds to appropriate businesses to prevent mis-matching.

Ms. Janet Taylor  
Taylor Memorials  
163 Wahconah Street  
Pittsfield, MA 01201  
413-443-4117

COMMENTS: Liked logo design best, more business like and professional. Modern design might be rated more highly if color is used for both the stock and the ink. Found the one with the feet to be distracting and not with any real purpose. The amount of money available is substantial and should indicate the substance of the Trust Fund and the validity of the program.

Mr. Chris Sikes  
Neighborhood of Affordable Housing  
28 Paris Street  
East Boston, MA 02128  
617-567-5882

COMMENTS: Liked logo design. Didn't like the design with the steps.
Mr. Gus Santos  
Moon-Raker Marine Transport  
88 Purchase Street, Bay #1  
New Bedford, MA 02740  
508-996-4010

COMMENTS: Liked the logo and modern design but didn’t like the steps. It would be good to know what percent of collateral and what businesses would be ineligible. The application process is good, but thought that total time to process loan would be helpful. The information is well organized and easy to flip through to find out which ones are good.

Ms. Beverly Lucas  
Headlines  
20 Park Plaza, Suite 1120  
Boston, MA 02116  
617-426-5959

COMMENTS: Attended panel discussion. Liked logo design. Easy to read, purpose was very specific. Since I really have no business background, it would be helpful to have a glossary to understand terminology.

Mr. Ken Prinston  
Duplitron  
244 Liberty Street  
Brookton, MA 02401  
508-583-2600

COMMENTS: Liked modern design.
APPENDIX III
- CONTACT: Michael Wilson, Program Manager

- GEOGRAPHIC AREA: Massachusetts

- ELIGIBLE TYPE OF ORGANIZATION:
  Corporations, Non-Profit Corporations, Partnerships and Proprietorships

- ELIGIBLE BUSINESS SIZE:
  
<table>
<thead>
<tr>
<th>Employees</th>
<th>Sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minimum:</td>
<td>N/A</td>
</tr>
<tr>
<td>Maximum:</td>
<td>N/A $10,000,000</td>
</tr>
</tbody>
</table>

- PURPOSE OF LOAN:
  Real Estate Acquisition, Equipment Acquisition, Working Capital, Bridge Financing, Product Development and Construction Financing

- INELIGIBLE PURPOSES:
  Start-up Financing, Venture Capital, Refinancing, and Troubled Loans

- LOAN SIZE:
  
  | Minimum: | $ 100,000 |
  | Average: | $ 500,000 |
  | Maximum: | $1,000,000 (Subject to Override) |

- LENGTH OF LOAN:
  
  | Minimum: | One (1) Year |
  | Average: | Ten (10) Years |
  | Maximum: | Thirty (30) Years |

1% of the loan requested, which can be payable from the proceeds of the loan and $500 non-refundable application deposit, that will be credited towards legal fees

- TYPES OF LOANS AVAILABLE:
  Secured

- PRINCIPAL OWNER(S)' PERSONAL GUARANTY:
  In most cases borrower is personally responsible

- ACCEPTABLE COLLATERAL:
  Real Estate, Equipment, Machinery, Accounts Receivable and Inventory

- OTHER REQUIREMENTS:
  The Thrift Fund will provide no more than half of the total loan amount necessary when involved in participation programs

- PRINCIPAL GOAL/MISSION:
  Create & Retain Jobs in Massachusetts

- APPLICATION PROCESS:
  
  (1) Contact a participating Bank or Service Agent with a loan request
  
  (2) Provide required information to Bank
  
  (3) Obtain a commitment for financing from the Bank contingent upon additional financing from the Thrift Fund
      Time Required: Six (6) weeks after Bank receives information
  
  (4) Ask Bank to submit request to Thrift Fund
      Time Required: Three Weeks to complete submission process
  
  (5) Thrift Fund will provide a commitment
      Time Required: One month to obtain Board Approval
  
  (6) Close Loan with Bank & Thrift Fund
      Time Required: Varies with preparation of loan documents