List of Appendices

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- **New Bedford Working Capital Network Progress Panel Draft Organizational Plan**

Appendix One:

- **Notices, Agenda's and Minutes From Progress Panel Meetings and Gatherings**

New Bedford Working Capital Network
Chairpersons Summit
January 19, 1995
Agenda

1. Introductions - your name, business name, product or service loan group name, office you hold and long you have been involved in WC.

2. Background on this meeting:
- Future of NBWCN and importance of WC member led structure.
- A brief description of Boston Borrowers Council.
- Bill Maddocks Community Economic Development Project.

3. Discussion and brainstorming
   - From Last Meeting 12/14/94:

What resources do loan groups need most ?
Participation, For incubator -computers, other office materials
Promote WC more within Latino and C.V. community
Groups Listing (Yellow pages)
System for new loan group members joining existing loan groups to catch up on tutorials
Need group facilitation skills training.

Unanswered Questions:

- How can Enterprise Agents assist your groups more ?
- What is the biggest challenge you face as the chair of your loan group in keeping the group focused and progressing?
- How do you feel about loan groups becoming more involved in the following ways:
    - Running information meetings
    - Acting as Enterprise Agents for other groups
    - Promoting W.C. to the larger business community, funders, legislative leaders, media
    - Working with the Advisory Group to plan and present technical assistance and networking events.

- What should the name of this group be ?
- Who should be invited to be involved in this group ?

5. Need two or three volunteers to work draft a mission statement for this group from notes of this meetings.

6. Set some goals and meeting date.

Notes from Progress Panel Meeting 1/19/95

Present: Rita Grenon, Donna Alley, Bill Alley, John S., Alan T., Roger Alves, Luis B., Corinn Williams, Bill Maddocks.

Resources Needed:

- Participation,
- For incubator -computers, other office materials
- Promote WC more within Latino and C.V. community
- Groups Listing (Yellow pages)
- System for new loan group members joining existing loan groups to catch up on tutorials
- Need group facilitation skills training.
- Interaction between loan groups within N.B.W.C.N. and other regions E.G. Yellow Pages
- Research information re: "economic zones"
- Competition between Working Capital businesses to reward those who buy the products or services of other members
- Ticket to be used for discounts
- Time management skills
- We need a mission statement

How do you feel about loan groups being involved in:

Running information meetings:

- Cable T.V. information meetings. Paid and unpaid
- Produce ads on Cable T.V. with several Working Capital businesses doing short spots
- Participating in but not necessarily running Info meetings.
- Produce a short New Bedford Working Capital Network promotional video (probably use Russell Ramos for footage and assistance)

Helping in the promotion of Working Capital:.

- Already doing it (From Letters To Manuscripts window)
- We Working Capital members are our best spokes people
- We all need to act as spokes people
- Speakers bureau
- "Inter-Service Groups" meeting (Lion, Exchange, Kiwanis, Rotary ?)

How can E.A.'S. help Business Loan Groups more?

- Group Facilitation skills

Biggest Challenge and Obstacles:

- Negative attitudes
- Lack of participation
- Lack of time to get everything done during meetings
- Lack of commitment priorities (after members get the loan $)
- Attendance has to be established/required (written into by laws M.Y.B.)
- Not seeing the "Forest For the Trees"
- Form loan groups that do similar or support business focus
- Thinking small, not recognizing the global community

How do you feel about acting as Enterprise Agents for other groups?:

- O.K.

How do you feel about the Advisory Group coordinating Technical Assistance for the NBWCN ?

- Helps defines structure and purpose of advisory group

Name that group!

- New Bedford Working Capital Network
- ✓ Progress Panel
- Working Capital Representation Group
- JUNTA
- Borrower's Council

Next meeting:

- Tight facilitation and ground rules
- Invite everyone but ask. for at least two representatives per loan group
- Better refreshments; - pizza's (1/2 hour early)
  - finger sandwiches

Mission Statement Will Be Written By:

- John Spencer
- Bill Alley
- Roger Alves

You Are Invited To The Founding Meeting of The . . .

The New Bedford Working Capital Network
PROGRESS PANEL

The Progress Panel Will:

- ☆ *Chart The Direction of Working Capital s Future !*
- ☆ *Be a Sounding Board for inter-group issues !*
- ☆ *Provide Knowledge and Resources to Help Your Buisness Grow!*
- ☆ *Connect Your Business and Your Group to Working Capital Businesses in greater New Bedford and New England-Wide !*

And that's only the beginning !!!

Thursday February 16
6:30 P.M.

P.A.C.E. Head Start

32 Madison Street, N.B.

(Between Purchase and Acushnet Ave.)

We hope at least Two People from Every Loan Group Will Be There - (Minutes from the last meeting are attached)

Come early - 6 P.M. for Pizza and Drinks !!!

New Bedford Working Capital Network
Progress Panel

Founding Meeting
Thursday, February 16, 1995

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1. Introductions - Name, Business Name, Loan Group, Finish the Sentence "*Working Capital has made a positive difference in my business because . . .*"

2. Purpose of this meeting Review of the agenda.

3. What is the Progress Panel ? Enterprise Agent and Loan Group Member Perspectives.

4. Review the issues, themes and concerns expressed at the last meeting January 19,1995. (see hand out)
5. Review and Discussion of the proposed Mission Statements (see handout).

6. What are the goals for the progress panel for the next 3 to 6 months ?

7. Discussion about how the Progress Panel should operate:
   Questions to be answered -
   How many representatives to PP from each loan group ?
   How are these people selected ?
   How will PP leadership be structured ?
   Should there be committees ?
   How should PP be represented on Advisory Group ?
   How often, when and where to meet ?

8. Choose a facilitator to chair the next meeting and a committee to prepare agenda; Choose date, time, location of next meeting.

The New Bedford **Working Capital** Network

Business Credit for the Self-Employed

P.O. Box 5-626
, William St.
New Bedford
Massachusetts 02742
Phone 508 999-9920
Fax 508 999-3728

Read this one its IMPORTANT !!!

Dear New Bedford Working Capital Member,
During the past two months members of several loan groups have been meeting to form a new organization representing all of the members of Working Capital. This new organization is called the **Progress Panel** (or P.P.) The mission of the Progress Panel is:

To promote the Working Capital Program by representation and assistance in those endeavors needed to enhance business capabilities, thus enabling our members to become successful business people.

The Goals of the Progress Panel are:

- **Commitment to meeting the needs of Loan Groups with the intent of resolving issues and/or finding answers to questions raised which cannot be satisfied at the group level.**
- **To act as a clearinghouse for information, skills training, and resource development.**
- **To represent loan group membership within the larger scope of Working Capital and to participate in the planning and procurement of new products and services.**
- **To act as a public relations agent to represent the New Bedford Working Capital Network membership and assist the Enterprise Agents in the dissemination of information and image building within the community.**

The Progress Panel will be a representative organization which means each Business Loan Group will be able to choose two representatives to serve on the P.P. Your group should choose its two representatives ***AS SOON AS POSSIBLE***. Group chairpersons should let your Enterprise Agent know who those people are.

A PROJECT OF
PACE

Next Page Please

Elections will be held at a **special meeting on March 23** for the positions of :

- **Chair Person**
- **Vice-Chair Person**
- **Secretary/Treasurer**

Seats will be for one year terms and will have similar duties as the group officers. The actual duties will become more defined as the Progress Panel takes shape.

If you would like to nominate yourself or some other Working Capital Business Loan Group member for one of the officer positions please use the nomination form on the next page . Nominations forms should be either mailed back **By March 20, 1995** to :

Bill Maddocks
P.A.C.E. Inc/Working Capital
P.O. Box 5626
New Bedford, MA 02742 **OR**

Submitted directly to Bill Maddocks or Corinn Williams by no later than 6:25 P.M. the day the elections March 23, 1995!!!

Election Process:

1. All nominations received by 6:30 P.M. March 23, 1995 will be read and the nominee will state whether they **ACCEPT** or **DECLINE** the nomination.

2. The names of all nominees for each seat will be written on a large pad.

3. Each Business Loan Group will be allowed one vote per Progress Panel representative with a maximum of two. If the group has not yet selected their two PP representatives any two members of the loan group can vote (with the consent of all other members of their group).

4. Election of Progress Panel officers will be by a simple majority.

SPECIAL MEETING

TO ELECT PROGRESS PANEL OFFICERS

THURSDAY MARCH 23 6:30 P.M.
P.A.C.E. HEADSTART
32 Madison Street, New Bedford

What If They Held An Election and Nobody Came ?

Well that's kind of what happened at the
First Annual Elections for the

New Bedford Working Capital Network Progress Panel

Only three out of eight Loan Groups were represented and besides deciding that it didn't make sense to hold elections, those who did show up thought we all should get to know each other better. So, this is an early invitation to the

2nd Birthday Party

for the New Bedford Working Capital Network
Friday April 28
from 6:30 to 9:30
Dahill VFW Post Park St. NB.

- Delicious Food
- Stimulating Guests
- Door Prizes

But we need your help in one or more of the following ways:

- **DONATE AN ITEM OR SERVICE FOR THE DOOR PRIZES**
- **VOLUNTEER FOR THE PLANNING COMMITTEE**
- **BRING YOUR SELF AND YOUR WHOLE LOAN GROUP**

PLEASE CALL CORINN OR BILL IF YOU CAN HELP OUT IN ANY WAY - 999-9920

The New Bedford Working Capital Network is TWO YEARS OLD!!!

Come join the Celebration!

invites you to join us at c

2nd Birthday Party and Celebration

Friday, April 28th

6:30-9: 30 P.M.

at the Andrews -Dahill VFW Post
477 Parker St , New Bedford
(next to Saunders Funeral Home)

Come meet new and veteran
Working Capital members and supporters
bring your business cards, promotional materials ,
samples and a story to share!

Delicious Food - Music - Doorprizes

Food and DJ provided by Lucky Dogs *Mind Your Business* member

New Bedford Working Capital Network 2nd Birthday party

INTERNATIONAL VISITORS DAY MAY 1, 1995

Alan Taber
Box 307
Hyannis, MA 02601

17-May-95

Dear Alan,

Those of you who were able to attend the New Bedford Working Capital Network 2nd Birthday party know it was a great event (see enclosed photos)! Thanks to the generosity of many Working Capital businesses, almost everybody won a door prize. At the party we talked about the future of the **Progress Panel** - an organization of New Bedford Working Capital Network businesses which will steer the direction of the program in the coming months and years. As you may know, there was also an attempt a few months ago to elect officers for the **Progress Panel** but it didn't happen due to a lack of candidates.

We would like pull the **Progress Panel** back together again but have decided to wait several months before elections are held so we can establish a clear direction to the **Progress Panel** first. We urge your attendance at the next **Progress Panel** meeting which will be held :

Wednesday May 31 6 P.M.
PACE Head Start
32 Madison Street
(between Purchase Street and Acushnet Ave.)
New Bedford
(Pizza, soda and coffee will be served)

*********** Agenda ***********

- **Formation of a small steering committee of the Progress Panel (no officers, only meeting facilitators and committee chairs).**
- **Formation of committees - 1. Training Committee 2. Next Step Loan Committee.**
- **Discussion of Training Coordinator contractor position proposal.**
- **Discussion of NBWCN EXPO '95.**

If most of us arrive on time (5:59 P.M.) we can have a productive meeting which will be over around 8:00 P.M. We hope every New Bedford Working Capital Loan Group will send as many representatives as possible to this important **Progress Panel** meeting.

Hope to see you there ! Your Enterprise Agents,

Bill Corinn José Roger

New Bedford Working Capital Network
Progress Panel

Meeting
Wednesday, May 31 1995

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1. Introductions - Name, Business Name, Loan Group

2. Purpose of this meeting Review of the agenda, Review purpose of the Progress Panel

3. Discuss the Formation of a small steering committee of the Progress Panel
   Possible features:
   - no officers - only meeting facilitators and committee chairs
   - would meet once or twice in between regular PP meetings.

4. Formation of committees -
   I. Training Committee -
   a.) Set some goals
   b.) Discuss Training Coordinator contractor position proposal c.) Need volunteers.

   II. Next Step Loan Committee -
   a.)Set some goals
   b.) Need volunteers

5. Discussion of NBWCN EXPO '95.

6. Choose a facilitator to chair the next meeting; Choose date, time, location of next meeting.

P.P. 5/31/95

1

Toli, Mark P. Alan T., Pat F., Donna A., Teresa B.
Jim Wheeler, Scott, Luis B.

JG. Steering Committee not necessary
NB Develop PP like we formed groups
people work together and get together
we would ~~do~~ plan our own structure
VPs representing each loan group
AT UEG weak not working well – PP
should not steer direction of Loan groups
Loan groups should work first
SG Should be same people every month
JG Doesn't need to be monthly meetings

⇒ Mike Smith will chair next

→ Directory do another mailing to
& at meeting
List of who has responded
divided by products or geo section
– phone calls & follow up –

Training – structure necessary need
someone who does this stuff day in & day out w/ this stuff

One day seminar – sat w/ experts
to work w/ all groups

Better than doing several nights

People from SCORE SBDC have been there

we should have to ask permission for participating in Ch of Commerce.

N.B. - what is going on w/ group. that dont participate

Next Progress Panel mtg.

→ Participation
→ What makes Loan groups work
→ What holds back groups

Training Committee would make decisions & Coordinator would carryout the tasks together.

Exp. Go back to groups & see what they want to do —

PATE Does it have to be at the Mall?

Luis B. Elect structure from this body?

New Bedford Working Capital Network

PROGRESS PANEL

cordially invites you to our 1st Annual

Cookout

and

Picnic Table Discussion

topic: **" The Magic of Strong Business Loan Groups"**

Is it magic??? Hear from other loan group members about what works and what doesn't to make Working Capital Loan Groups strong. Here's your chance to exchange tips and get advice on trouble spots in your group by participating in this exciting Working Capital **member** to **member** discussion.

also featured: An update and discussion on the Progress Panel progress (see enclosed Training Committee Report)

and

An introduction of new Working Capital members from our newest groups: **ON OUR WAY** and the **KALEIDOSCOPE ARTISTS COOPERATIVE**

WHEN: **Thursday, July 20, 1995**

WHERE: **Hazelwood Park**

in front of West Beach/W. Rodney French Blvd.

TIME: **5:30 for Cookout/ 6:30 for discussion**

WHAT TO BRING: **A dish** (salad, dessert)

we'll supply the hamburgers, hot dogs, linguiça, and soda

SEE YOU THERE!!!

Call Corinn or Bill for any questions or directions 999-9920

What Makes Business Loan Groups Work Well?

a *member* to *member* discussion

WHY: To better understand the causes of problems in loan group functioning in order to:

- **address problems groups are having to help them get "unstuck"**
- **identify what groups need to make their groups work better**
- **tap the "know-how "of successful groups to share with others**
- **figure out the next step to helping groups become stronger**

WHAT - You need to do:
In small groups discuss two questions- jot down your answers on the form on the back of this sheet. Share your answers with the group, each group should have a reporter who will take the answers down and report back to the group:

What was going on in my group meeting when I really enjoyed being part of the group?

- What was the role of the chair/president?
- How was the discussion and interaction between group members?
- How did we address and solve problems successfully?
- What did I get out of the meeting to help my business?

-AND-

What was going on in my group meeting when things were not going well?

- What was the role of the chair/president?
- How was the discussion and interaction between group members?
- How did we address and solve problems successfully?
- What did I get out of the meeting to help my business?

When I enjoyed being in my group	When I was unhappy with the way the group was functioning
role of the chair/president	role of the chair/president
group interaction	group interaction
group problem solving	group problem solving
value of the meeting	value of the meeting

New Bedford Working Capital Network

Progress Panel Reminder

Come To the Progress Panel Quarterly Gathering

Thursday November 30

5:30 P.M. for food

(bring a side dish or dessert & we'll supply everything else!)

6:30 Meeting (but a really fun meeting)

PACE HeadStart 32 Madison Street

WHERE WILL YOU
(AND YOUR BUSINESS)
BE IN THE
YEAR 2000 A.D.
AND
HOW CAN THE NEW BEDFORD WORKING CAPITAL NETWORK
HELP TO GET YOU THERE ??????

Bring Business Cards, Samples, Flyers and any other promotional materials about your Business for our Business Show Case Table !!!!

UNITED ENTREPRENEURIAL GROUP

310 SUMMER STREET
NEW BEDFORD, MA 02740

TEL (508) 997-4015
FAX (508) 428-3789

TO: All New Bedford Working Capital Members

We of the United Entrepreneurial Group and the below listed members of the New Bedford Working Capital Progress Panel are concerned by the lack of attendance of <u>all</u> groups at the Progress Panel meetings.

Working Capital as you knew it is gone. No longer is it just a few people gathered to chat and hoping to get a $500 loan -- Working Capital is now a recognized community service group that can help its members in the political, business, and financial sectors of New Bedford and beyond.

- Organizations such as the post office and the *Standard Times* are willing to show us how to advertise effectively in their media.

- Accountants are willing to show us the ins and outs of filing taxes, and to give us money-saving tips.

- Banks are courting Working Capital with loan programs, and the Next Step Loan Committee (N.S.L.C.) is working on a program that will allow W.C. members to borrow as much as $25,000. Loans of this size will be reviewed by the N.S.L.C. and approval will be based, in part, on your involvement with Working Capital.

- A U.E.G. member is researching a Real Estate Buyers Program that could allow Working Capital members to:

  1. Purchase a building with little or no money down.
  2. Receive a 1% interest rate reduction on the mortgage.
  3. Buy foreclosed properties at 50% of their asking price.

Most of these things are the result of tireless effort by our enterprise agents as they continually work to assemble new programs and services <u>for us</u>.

Now, it is up to us to make sure these programs survive and grow through the interactive involvement of you and your group with the Progress Panel and the N.S.L.C.

In the near future, the Progress Panel and the N.S.L.C. will be electing officers, discussing issues, and voting on policies that affect all groups. One of the issues that will surely be discussed is how many programs will be offered to a group that is not actively involved with Working Capital as a whole, and how favorably will loan requests for this group be viewed.

To learn what you can do for Working Capital so that Working Capital can do more for you, we strongly advise you to attend the Progress Panel Quarterly Gathering at the PACE Headstart Building, 32 Madison Street, on November 30th at 5:30 PM.

This information meeting will also be a "Show and Tell" networking session where you will be able to advertise your goods or services.

Everyone should bring: a sign that advertises your business (handmade is fine and no larger than 24" x 24" please) ◆ items that you make or sell ◆ promotional flyers ◆ business cards ◆ anything else you can think of to let other Working Capital members know what it is that you do. Tables will be provided for display purposes.

See you at the meeting.

Michael T. Langis
Chairman, U.E.G.

Pat Foley
Treasurer, City Pride

Alan Taber
Vice Chairman, U.E.G.

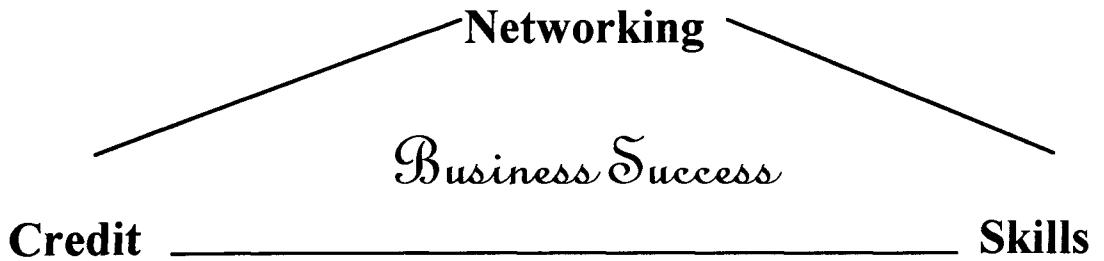
Evelyn Gardiner
Treasurer, Mind Your Business

Linda Langis
Secretary, U.E.G.

Mark Perreira
Vice Chairman, Strictly Business

Rick Phillips
Treasurer, U.E.G.

Questions and Issues to Think About to Get New Bedford Working Capital and Your Business to 2001



1. What Do You Want From Working Capital

- **In One Year**
- **In Five Years**

2. How Can We Expand the WC Network Over the Next Five Years ?

3. What Kind of Skills Do You Need To Make Your Business A SUCCESS by 2001?

4. What Kind of Loans and Loan Terms Do You and Other Businesses Need That Aren't Available Now ?

5. Do You Feel Each Loan Group Should Be Represented On The Progress Panel ? If yes - What's the Best Way to accomplish Do That ? If No Why Not ?

6. What Can You Contribute To Working Capital ?

New Bedford Working Capital Network
Progress Panel Steering Committee
January 4, 1996

Agenda

1. Review Agenda and Purpose of the P.P. Steering Committee

2. Review Mission and Goals of P.P.

3. How Will the P.P. Board Be Structured ?

   -- # of seats from each group ?
   -- Term Length ?
   -- How to select representatives at groups level ?
   -- What are the consequences for groups who don't participate or can't get their representatives to attend ?
   -- How often will P.P. board meet ?
   -- What is leadership structure for board (officers, rotating chair, co-chairs) ?
   -- Budget for P.P. Board Expenses - meetings, travel, food, childcare, etc. $1,000 (Do we need a treasurer) ?
   -- Committee Structure - Training Committee, Next Step Loan Committee, other committees ?

4. Set Meeting Schedule for founding meeting.

NEW BEDFORD WORKING CAPITAL NETWORK BUSINESS DIRECTORY 1994

CITY PRIDE

EZ RIDER LIMO
Bruce Ormond
236 Russells Mills Rd.
N. Dartmouth, MA 02747
(508) 992-3785
Limo rental for special occasions, airport transportation

AFRICAN IMPORTS
Bill Shell-President
150 Summit St.
New Bedford, MA 02740
(508)996-0934
African imports, artifacts, jewelry

PLAYFUL ELEGANTS
Pat Foley-Treasurer
117 Fair St.
New Bedford, MA 02740
(508)992-3488
Hand-crafted jewelry, oil painted fanblades, T-Shirts

THE MOP & I
Maureen Frates
57 Ocean St.
New Bedford, MA 02740
(508) 991-2090
Residential and business cleaning

GOTCHA PROTECTION PLUS
Deb Wright
P. O. BOX 61152
New Bedford, MA 02746-0512
(508) 998-2985/(508)992-3395
High Tech electronics, Health & Security products

QUORUM INTERNATIONAL LTD.
Richard A. McGruder
323 Pleasant St.
New Bedford, MA 02740
(508)999-7739
High Tech electronics, Health & Security products

ENCORE ENTERTAINMENT
Susan Grace
P.O. Box 337
Mattapoisett MA 02739
(508) 758-4694
Entertainment promotions, parties, special events

GRUPO PROGRESO LATINO

ST. CHARLES LUANGA CATHOLIC CHRISTIAN BOOKSTORE
Edwin Aldarondo
9 Bedford St. Apt # 43
New Bedford, MA 02740
(508) 992-3534
Books, music and religious articles

NEW BEDFORD PARALEGAL SERVICES
Crispulo Rivera
421 Maxfield St.
New Bedford, MA 02740
(508) 993-1190
Paralegal services Spanish and English, Notary Public

INTERNATIONAL REPRESENTATIVES AND SERVICES
Naim Benavente
956 Chaffee St.
New Bedford, MA 02745
(508) 998-7737
International fax service, trade representative, translations import/export (Peru)

CARMEN'S ARTS AND CRAFTS
Carmen Rivera
421 Maxfield St.
New Bedford, MA 02740
(508) 993-1190
Handmade crafts, decorated photo albums

Edward Garafalo
852 Shawmut Ave.
New Bedford, MA 02740
(508) 991-7897
Modeling lessons, hair design

Francisco (Jr.) Vargas
10 Navajo CT
New Bedford, MA 02740
(508) 483-0625
Video photography

HIGH HOPES

M. C. 'S ENTERTAINMENTS
Manuel Carter
223 Union St. Room 318
New Bedford, MA 02740-5945
(508) 999-2205
Entertainment promoter

A TOUCH OF THE PAST
Rita Grenon-Chairperson
2853 Acushnet Ave.
New Bedford, MA 02745
(508) 998-1277/998-5322
Retail and mail order of dolls, dollhouses, miniatures and collectibles

M.G. LIGHTHOUSES
Marc Grenon
84 Middle Rd.
Acushnet, MA 02743
(508) 998-5322
Hand-crafted miniature lighthouses

ATK'S GIFT SHOP
Rick Morin -Co-Chair
156 David St.
New Bedford, MA 02744
(508)996-6429
Retail crafts ,sporting goods

BEARY HUGGABLES
Irene Morin
126 Sycamore St. 1st Floor
New Bedford, MA 02740
(508) 991-6059
Retail crafts and sporting goods

Rayleen Bibiloni- Treasurer
319 Park St.
New Bedford, MA 02740
Embroidery and Crafts

Gayle Simmons
73 Foster St.
New Bedford, MA 02740
(508) 990-1667
Quilting and Crafts

MIND YOUR BUSINESS

FROM LETTERS TO MANUSCRIPTS
Donna Alley
272 Union St.
New Bedford, MA 02740
(508) 991-2007
Retail office and art supplies; resume and word processing service

REAL LIFE MEDIA
Bill Alley
145 Metropolitan Ave.
N. Dartmouth, MA 02747
(508)996-0327
Radio, music, DJ services

Russell Ramos
441 Pleasant St.
New Bedford, MA 02740
(508) 993-7089
Music Video Production

WILLIAMS DELIGHTS
David Williams
52 Cabot ST.
Brockton, MA 02401
(508) 564-9912
Bakery, specializing in fruit pies, cobbler

ASSURANCE DELEADING
Kim Alves
191 Barley Rd.
Freetown, MA 02717
(508) 763-4687
Commercial and Residential Deleading

SAFETY-SAK
Glen Rosa
P.O. Box 51274
New Bedford, MA 02740
(508) 993-2581
Asbestos removal, Certified, licensed

Evelyn F. Gardiner
84 Pleasant St.
Fairhaven, MA 02719
(508) 999-2578
Woodworking

MIND YOUR BUSINESS
Continued

PARALEGAL SERVICES
Michael Smith
45 Willis St.
New Bedford, MA 02740
(508) 993-0912 or (508) 999-1493

TERESA BAGANHA'S ALTERATIONS
Teresa Baganha
10 Kilmer Ave.
Taunton, MA 02780
(508) 823-3946

ARTS AND LETTERS
Jim Wheeler
P.O. Box 249
Mattapoisett, MA 02739
(508) 758-9601
Publisher

NOUS DESIGN STUDIOS
George W. Saulnier
161 William St.
New Bedford, MA 02740
(508) 997-4992
Custom Harley-Davidson Accessories

STRICTLY BUSINESS

NAIA'S SEWING PLACE
Naia Barros-Delgado
1 Morgan Terrace
New Bedford, MA 02740
(508) 999-7707
Custom seamstress, alterations

ONE SKY INTERNATIONAL
Debra Sarabadan
26 Palmer St.
New Bedford, MA 02740
(508) 994-6346 FAX: (508) 997-1935
Import/Export Russian crafts , giftware

VINTAGE FURNITURE RESTORATION
Dana Deree
P.O. Box 177
E. Freetown, MA 02717
(508) 763-9812
Furniture restoration and refinishing

ALL THAT GLITTERS
Scotty Gomes
P.O. Box 70536
North Dartmouth, MA 02747
Network marketing jewelry and personal items

ALL THAT GLITTERS
Michael Botelho
157 Field St.
New Bedford, MA 02740
(508) 994-6548
Network marketing jewelry and personal items

JONATHAN DEPINA
219 County Rd.
Lakeville, MA 02347
(508) 763-3035 (508) 672-5189

PRINT MEDIA
Diane Oliveira
28 Arlington St.
New Bedford, MA 02745
(508)998-6470
printer consulting

LOTA DISCO
John P. 'Joli' Gonsalves
120 Acushnet Ave.
New Bedford, MA 02740
(508) 979-5510

MARK'S CONCESSIONS
Mark Pereira
88 Alva St.
New Bedford, MA 02740
(508) 997-8198
Food Concessions, hot dogs, popcorn

UNIÓN DE EMPRESARIOS HISPANOS DE NEW BEDFORD

CARPENTERIA GUILLEN
Miguel Guillen
364 Mt. Pleasant St.
New Bedford, MA 02745
(508) 999-0074
Carpenter, woodworking

Orga Guillen
364 Mt. Pleasant St.
New Bedford, MA 02745
(508) 999-0074
Custom seamstress

SULMA'S MINI RECORD SHOP
Sulma Maisonave-President
132 Chancery St.
New Bedford, MA 02740
(508) 999-3787
Flea market sales cassette tapes, jewelry

David Soto -Vice-President
P.O. Box 5023
New Bedford, MA 02745
(508) 999-9946

LOUIE THE TAILOR
Luis Rodriguez
745 Pleasant St.
New Bedford, MA 02740
(508)992-8308

LUBART PHOTOGRAPHY
Luis Bartolomy
80 Bedford St.
New Bedford, MA 02740
(508) 992-7504
Professional, Commercial Photography

UNITED ENTREPRENEURIAL GROUP

SPENCER ENTERPRISES
John Spencer-Vice President
69 Rotch St.
New Bedford, MA 02740
(508) 997-1025

ACA INTERNATIONAL
Nelson Abreu-Treasurer
127 Chestnut St.
New Bedford, MA 02740
(508) 994-5371, (508) 994-5984
Temporary employment service, employee leasing

CYBER SYSTEMS CORPORATION
Joseph Boutin-President
146 C. Huttelston Ave. (Rt. 6)
Fairhaven, MA 02719
(508)997-9507, 800 524-1574 sales
Computer Consulting, Sales and Service

RICK'S GARAGE
Richard Phillips-Secretary
78 Jones St.
New Bedford MA 02745
(508) 998-7791, beeper # 5472424
Specializing in German, Foreign cars.

LITTLE BIT OF COUNTRY
Paddy Pelczar
18 South Main St.
Acushnet, MA 02743
(508) 996-1555/99(508) 295-3404
Floral design, Country and Victorian Crafts, home party sales

DEVENU
Tammy Lynn DeBarros
146 Cottage St.
New Bedford, MA 02740
(508) 992-8849
Professional Image Consultant

UNITED ENTREPRENURIAL GROUP
Continued

LAPIERRE DESIGNS
Lisa Lapierre
405 Cottage St.
New Bedford, MA 02740
(508) 997-7424
Wreaths and Crafts from Recycled Materials

DANEK-TABER STUDIOS
Alan Taber
Box 307
Hyannis, MA 02601
(508) 428-3789
Wholesale Gift Manufacturer

Michael T. Langis
310 Summer St.
New Bedford, MA 02740
(508) 997-3069
General Electrician

Appendix Two:

- **Notices, Agenda's and Minutes From Progress Panel Training Committee Meetings and Events and Business Progress Volunteers Recruitment Package**

The New Bedford **Working Capital** Network

Business Credit for the Self-Employed

P.O. Box 5-626
William St.
New Bedford
Massachusetts 02742
Phone 508 999-9920
Fax 508 999-3728

New Bedford Working Capital Network
Progress Panel Training Committee
Thursday, June 15, 1995

1. Quick introductions

2. Agenda Review

3. Present IDEAL tutorial centered training system and how some other WC affiliates provide training.

4. How Do Groups Now Use Tutorials ?

- **Have the tutorials been useful in running your business ?**
- **If not Why Not, if so How SO ?**

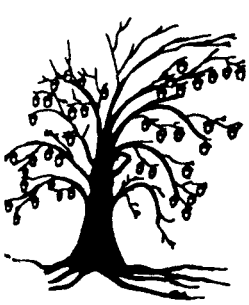
5. How Did WC Businesses Learn What They Know ?

- **What do you know how to do well in running your business ?**
- **What could you show someone else how to do ?**
- **How did you learn how to do this ?**

6. Brainstorming and making plans for possible ways to build a WC-wide training program ?

- **What resources do we have to work with ?**
- **How can we tap community professionals (individuals and organizations)**
- **What is role of : a. Loan Groups b. Tutorial/Curriculum Coordinator**
  c. Training Committee d. Enterprise Agents
- **What is the plan ?**

7. We need to choose one or two people who will meet with Corinn and Bill to plan the next TC meeting



A PROJECT OF
PACE

The New Bedford **Working Capital** Network

Business Credit for the Self-Employed

3 July, 1995

P. Box 5-626
66 William St.
New Bedford
Massachusetts 02742
Phone 508 999-9920
Fax 508 999-3728

Dear New Bedford Working Capital Network Member,

As you are probably aware, the Progress Panel (P.P.), which is the newly formed, representative organization of Working Capital members, has been meeting to discuss some exciting new plans for helping build your business and your loan group. The P.P. has divided its priorities into two committees which are the **Training Committee** - Working on building an effective training system ***beginning with the Tutorials*** and using volunteer business professionals from the community to assist individual businesses, loan groups and the entire program through one-on-one meetings, visits to regular loan group meetings and larger seminars on important topics, and the **Next Step Loan Committee** - Working to create larger loan products for Working Capital members. The committee is exploring the formation of a loan pool, which will be controlled by the P.P. and will be able to make loans from $6,000 to $25,000.

Here is some important information about the Training Committee -

The Training Committee of the P.P. met on June 15 and designed a training system which begins with the wealth of knowledge already available to every Working Capital member in the twenty business tutorials. The training system will work in the following way:

1. Every loan group must have a Tutorial Coordinator. This person will help the loan group make a plan for which tutorials the group will work on over the next six months. This person will also be a member of the P.P. Training Committee.

2. The Enterprise Agents and the Progress Panel Training Committee will orient new Tutorial Coordinators on their roles and duties and will provide on-going support for issues as they may arise in each group.

3. As the groups work on tutorials and discuss the growth and possible problems facing each individual business, the Tutorial Coordinator will identify those areas group members want to learn more about. Loan groups that already have a Tutorial Coordinator and have been working on the tutorials will be able to access the training system sooner.

4. The P.P. training committee will meet with business professionals from the community who have volunteered to share their knowledge with Working Capital members. A list of volunteers, who will be known as ***Business Progress Volunteers***, and their areas of expertise will be maintained by the Training Committee.

A PROJECT OF

PACE

5. The Tutorial Coordinators will schedule meetings between their group and the Progress Volunteer who meets their needs. Groups may want to make these loan group meetings special events, such as a pot luck supper, so you can enjoy yourselves and reward the Progress Volunteer for sharing their knowledge.

6. Tutorial Coordinators will meet regularly and plan periodic seminars on topics of interest to members of several loan groups.

Your Tutorial Coordinator will update you on the availability of the Business Progress Volunteers. In the mean time, if you don't have a Tutorial Coordinator, choose one soon and let your Enterprise Agent know who that person is.

We are excited about this new system of training for New Bedford Working Capital Network members, we hope you are too ! If you have any questions please call your Enterprise Agent or talk to any of the P.P. Training Committee members listed below.

Good luck, and we hope the summer is prosperous for you !

Sincerely,

The Progress Panel Training Committee and Enterprise Agents

Progress Panel Training Committee

Mike Langis	U.E.G.	997-4051
Joli Gonsalves	Strictly Business	994-0635
Mike Smith	Mind Your Business	993-0912
Jim Wheeler	Mind Your Business	758-9601
Mark Pereira	Strictly Business	997-8198
Alan Taber	U.E.G.	508-428-3789
Russell Ramos	Mind Your Business	993-7089
Pat Foley	City Pride	992-3488
Rayleen Bibiloni	High Hopes	990-0124
Irene Morin	High Hopes	996-6429
Naim Benavente	U.H.E.N.B.	998-7737
Teresa Baganha	Mind Your Business	508-823-3946
Luis Bartolomey	U.H.E.N.B.	992-7504
Scott Gomes	Strictly Business	992-6284 Ext. 6000

New Bedford Working Capital Network
Progress Panel Training Committee
August 10, 1995

1. Proposed Trainings to be held in September and October:

- September 26 - U.S. Postal Office Business Mailing
- October 17 - Standard Times insert and display advertising

Other possible programs with no specific date set yet:

- How to get a business loan from South Eastern Economic Development (SEED)
- Developing a marketing plan

We need volunteers who will work with Enterprise Agents to plan the September and October trainings. !!!!

2. The launching of the outreach plan to recruit Business Progress Volunteers:

a.) Letters to individual businesses (mail merge from lists of names we gather and given to us by other business professionals. These letters will have the Skills Inventory I them with a Working Capital brochure and a return envelope.

Should we follow these up with phone calls ?

b.) Letters to SCORE, SBDC, SE, NE and Downtown Business Associations and Chamber of Commerce. These letters will ask these organizations to do a mailing for us with the cover letter and skills inventory.

These letters should be followed up with both a phone call and a visit. ***We NEED VOLUNTEERS***. Mark Pereria has already offered to meet with Vinnie from SCORE. (E.A.'s will be involved in these meetings also.)

c.) As skills surveys are returned, we need some people to screen and categorize the skills.

d.) We should then determine the training sessions we want to have based on the kinds of skills Business Progress Volunteer (BPV)we have offered. We may have to go looking for business professionals in certain skill areas that loan groups want but no BPV have been identified.

We need to be very clear in letter that we are asking for ***volunteers and not paid consultants !!!***

3. Brief Up Date on Other Training Opportunities:

a. Mass Executive Office of Economic Affairs offering the following workshops co-sponsored by PACE/NBWCN and Rainbow CDC

September 21 ***Jump Start Your Business Now*** (business development and creative financing).

September 28 ***To Certify or Not To Certify*** (why get SOMBWA certification, its uses, what about de-certification, etc.)

October 5 ***How To Win in the Banking Game*** (what's the secret to getting a loan)

October 12 ***Retail - The Real Deal*** (labor laws, managing inventory)

These workshops will be held at the Gomes School, are free and will be at 6:30 to 9:00 P.M. (these dates are all Thursdays).

PACE/NBWCN has purchased a comprehensive business training program called *"Building Your Business Microenterprise Training Program"* offered by Good Work Inc. of Durham, North Carolina. We will look at this program over the next month or so and see how it can be offered to the NBWCN members. The PPTC should devote an entire meeting to look at the program in the next month or so.

3. The Other part of training for the PPTC is what we did at Hazelwood Park back on July 20. building Strong Business Loan groups is no accident ! We need to plan and present regular training opportunities for loan group officers to help them with the management their groups. Here is some of the feed back that came out of the session:

The Questions asked were - When I enjoyed being in my group what was a.) the role of the chair person, b.) group interaction c.) group problem solving d.) value of the meeting AND When I was unhappy with the way the group was functioning. The different formats are because the responses were done on BIG PAPER and were transcribed verbatim !

HAPPY	UNHAPPY
everyone showing up	payment problems
regular meetings	don't do anything
unity-working as 1	disparaged group
told we were "TOP" group	bull session
enthusiasm	chair has just "been there"
president explaining marketing	put like businesses together
in groups	
organizing meeting	frustration at not knowing
other types	
keeping to agenda	of businesses
solve problems by talking	communicate outside
meetings	
advice on selling	feedback
learning from mistakes	

enjoy each others company

HAPPY	UNHAPPY
networking support advice money	keep meetings on track too much social time scheduling meetings not organized not time for tutorials keep everybody happy

HAPPY	UNHAPPY
satisfaction group support tutorials relevant education useful information accountability	loan not repaid very cautious/careful regarding applications risk factor to group re: loan repayment

Role of Chairperson

keeps things organized and moving/scheduling agenda
need to keep discussion moving and on subject
individuals prepare for meeting
agenda/structure too loose
encouragement

Group interaction

sharing/question take too much time
irresponsible attendance

Group Problem Solving

business credit
business support/networking

HAPPY WHEN:

1. Pleased with the way the president conducted the meeting and kept it in orderly manner.

Meeting over early.

2. Pleased with the interaction between group members to assist one another.

3. All members are willing to express themselves in order to help members solve their problems.

4. Coming out satisfied.

NOT HAPPY WHEN:

1. When chairperson doesn't show up.

2. When loan application is ready for approval and members don't show and hold up process.

NONE.

Role of Chair/President

+ Pleased with the way the president conducted the meeting and kept it in orderly manner and meeting is over early.

- Not happy when chair person doesn't show for meeting

Group Interaction

+ Pleased with the interaction between group members. And the willingness to assist one another.

- When loan application is all set for approval and one member does not show and holds up the process and keep your business from going ahead.

Group Problem Solving

+ All Members are willing to express their ideas in order to help members resolve their problems within the group.

Value of the Meeting

Coming out satisfied and helped

Progress Volunteers, and their areas of expertise will be maintained by the Training Committee.

4. The Tutorial Coordinators will schedule meetings between their group and the Progress Volunteer who meets their needs. Groups may want to make these loan group meetings special events, such as a pot luck supper, so you can enjoy yourselves and reward the Progress Volunteer for sharing their knowledge.

5. Tutorial Coordinators will meet regularly and plan periodic seminars on topics of interest to members I several loan groups.

This system begins with the wealth of knowledge already available to every Working Capital member in the twenty business tutorials. Loan groups that already have a Tutorial Coordinator and have been working on the tutorials will be able to access the Business Progress Volunteers sooner.

Your Tutorial Coordinator will update you on when the Business Progress Volunteers will be available. In the mean time, if you don't have a Tutorial Coordinator, choose one soon and let you Enterprise Agent know who that person is.

We are excited about this new system of Training for New Bedford Working Capital Network members, we hope you are too. If you have any questions please call your Enterprise Agent or talk to any of the P.P. Training Committee members listed below.

Good luck, and we hope the summer is prosperous for you !

Sincerely,

The Progress Panel Training Committee and Enterprise Agents

3/10 = x

Progress Panel Training Committee

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Teresa Baganha	Mind Your Business	508-823-3946
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Scott Gomes	Strictly Business	992-6284 Ext. 6000

NBWCN Progress Panel Training System

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2. As the groups work on tutorials and discuss the growth and possible problems facing each individual business, the Tutorial Coordinator will identify those areas group members want to learn more about.

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Your Tutorial Coordinator will update you on when the Business Progress Volunteers will be available. In the mean time, if you don't have a Tutorial Coordinator, choose one soon and let you Enterprise Agent know who that person is.

New Bedford Working Capital Network
Progress Panel Training Committee
Business Progress Volunteer Recruitment
September 19, 1995

1. Distribution of Recruitment Packages to NBWCN Advisory Group.
(Recruitment Packages Contain: cover letter, NBWCN Information sheet, BPV Skills Inventory, WC Business Curriculum List, addressed return envelope). (9/30/95)

2. Outreach to Chamber of Commerce, NE, SE and Downtown Business Association asking them to mail packages to their memberships (early October)

3. Media promotion through interviews with radio, newspaper and cable TV and regular promotion through Public Service Announcements every few weeks. (Beginning late September and continuing on-going)

4. Review of returned skills surveys by PPTC and members of A.G. PPTC may decide to meet with certain prospective BPV's to ensure their skills will match WC businesses training needs. (October through early 1996 and possibly on-going).

5. PPTC will compile a listing of BPV's and announce to Business Loan Groups that the BPV's are ready to consult with their groups. (November-December)

6. Loan Groups must make a request for a BPV through their Tutorial Coordinator who will make the actual contact with the BPV to arrange a mutually agreeable time to meet and to discuss what information the Loan Group wants to cover. (when ready)

7. Loan Group members will complete a short evaluation survey after the meeting with the BPV. (after each meeting)

8. The PPTC will review evaluations and give feedback to BPV as necessary.

The New Bedford Working Capital Network Progress Panel
proudly presents a U.S. Post Office seminar:

Why Consider Advertising by Mail

For many small businesses. direct mail advertising has become an important key to success in the challenging 90's. a way to generate more business from new and current customers. This workshop is an introduction to advertising with direct mail. Participants will learn how to plan. develop and test an Ad Mail campaign .target an audience and produce an effective mailer

Normally. this seminar costs $35. but the Postal Business Center is offering this valuable information to help your business grow. FREE to members of the New Bedford Working Capital Network.

DON'T MISS IT!

Tuesday. September 26. 1995
6:00 -9:00 P.M.
PACE Head Start
32 Madison St.

Call Corinn or Bill to reserve your space 999-9920

Dear Working Capital Member,

You are cordially invited to the next Progress Panel Training Committee meeting which will be held:

Tuesday October 3

6:30 P.M.

PACE/Head Start - Mary Barros Educational Center

32 Madison Street, New Bedford

We are extending this invitation to all Working Capital Members because of the interesting nature of the meeting and to recruit additional people to be a regular part of this dynamic and important committee.

Agenda

1. Screening of Business Progress Volunteers.
2. Discussions and plans for future training sessions.
3. Viewing of Grameen Bank Video and Discussion about the Grameen 16 Decisions and Working Capital "Business Ethics".
4. Plans for the next large gathering of the Progress Panel in late November.

Hope to see you there !!!

Dear Working Capital Member,

You are cordially invited to the next Progress Panel Training Committee meeting which will be held:

Wednesday November 1

6:30 P.M.

PACE/Head Start - Mary Barros Educational Center

32 Madison Street, New Bedford

Agenda

1. Plans for the next large gathering of the Progress Panel November 30.
2. Up Date on Business Progress Volunteers program.
3. Discussions and plans for future training sessions.

Hope to see you there !!!

The **New Bedford Working Capital Network Progress Panel**
proudly presents a **U.S. Post Office** seminar:

Rescheduled from September 26th

Why Consider Advertising by Mail

For many small businesses, direct mail advertising has become an important key to success in the challenging 90's, a way to generate more business from new and current customers. This workshop is an introduction to advertising with direct mail. Participants will learn how to plan, develop and test an Ad Mail campaign ,target an audience and produce an effective mailer

Normally, this seminar costs $35, but the Postal Business Center is offering this valuable information to help your business grow, FREE to members of the New Bedford Working Capital Network,

DON'T MISS IT!

Tuesday, November 21, 1995
6:00 -9:00 P.M.
PACE Head Start
32 Madison St.

Call Corinn or Bill to reserve your space 999-9920

New Bedford Working Capital Network *Presents . . .*

"Everything You've Always Wanted To Know About Taxes But - You Were Afraid To Ask"

Featuring These Guest Speakers

- ✓ **Jim Pratt, CPA, Manager, Hodgson and Associates, Inc.**
- ✓ **Robert Manny, CPA, Associate, Hodgson and Associates, Inc.**
- ✓ **Greg Douherty, Former Internal Revenue Service Auditor**

and moderated by Zee Bryant of Zee Associates

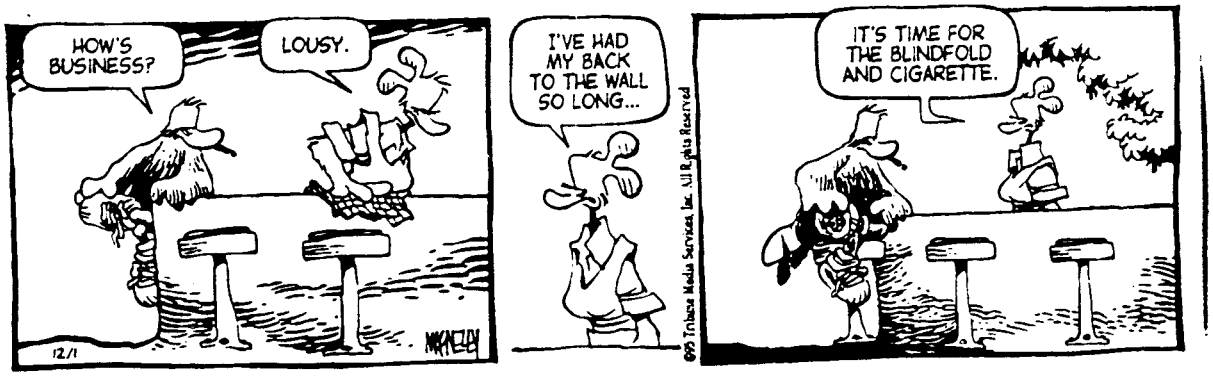
Tuesday December 12 7 P.M.

Shawmut Bank 545 Pleasant Street, New Bedford

FREE !!!!!

Co-Sponsored By Hodgson and Associates and Shawmut Bank

■ SHOE / Jeff MacNelly



For Info. Call Corinn Williams or Bill Maddocks at 508-999-9920

Responsibilities of the Tutorial Coordinator

The overall role of the Tutorial Coordinator is to do just that — coordinate the tutorial learning process. We ask the group to appoint or elect a member to take on the following responsibilities of this position.

I. Tutorial Coordination

- Keep the Tutorial Curriculum as a complete set. Please arrange with the Group to obtain a binder in which you will keep an original copy of all tutorials.
- Replace tutorials with periodic updated versions distributed by your Enterprise Agent.
- Serve as the liaison between your group and the Enterprise Agent or Working Capital for all general questions or concerns about the curriculum.
- Name a facilitator for each tutorial **prior** to the meeting. Ensure that the facilitator has received a copy of the tutorial in advance of the meeting, and that the facilitator is familiar with the material contained within. (See Facilitator Description.) *Instructions in the tutorials confirm this request.*
- Provide copies of the tutorials to all members of the group.
- Provide a copy of the Tutorial Evaluation Form for each tutorial meeting.
- Bring a calculator, flip chart paper, pencils, and pens to all meetings.
- Gather and submit the Tutorial Evaluation Form.

II. Curriculum Planning

- Before each loan review session, the TC should meet with the loan applicant to ensure that this individual has collected application materials (some of which may come directly from the tutorial exercises).
- Work with the Group to ensure that tutorials are built into your loan group's Action Plan.
- Plan and schedule tutorial sessions. If appropriate, hold review sessions after every five tutorials or so.
- Urge all members to individually file completed tutorials. Review tutorials periodically, especially those tutorial most recently studied.
- With group members, discuss the possibility of inviting outside speakers to talk about specific topics which may arise from studying the tutorials.

Responsibilities of the Tutorial Facilitator

The role of Tutorial Facilitator is to help guide the group through individual tutorials. We suggest that members take turns assuming this role. Following are the specific responsibilities involved.

- Review the tutorial prior to the session to understand the basic flow of the tutorial and concepts.
- Begin each tutorial with a brief review, with the group, of the previous tutorial studied.
- Ensure that all information in the tutorial is read aloud.
- Ensure that the group progresses at a pace with which all members feel comfortable and confident.
- Ensure that everyone understands the basic concepts but do not allow the group to become held up by details.
- In tutorials where math is required, the facilitator should ensure that all members are comfortable with the calculations.
- Try to promote lively discussions where appropriate.

Commonly Asked Questions

Question: Are tutorials mandatory? Must we complete tutorials to qualify for a loan from Working Capital?

> **Answer:** No. Working Capital does not require you or members of your loan group to complete the Business Tutorials. We do ask, however, that you consider the benefits of proceeding through the Core Curriculum together with your group.

Question: May a group require its members to complete the tutorials?

> **Answer:** Yes. Many groups require members to complete tutorials. Requirements are indicated in their bylaws.

Question: How often should we complete tutorials?

> **Answer:** We suggest that groups meet monthly to complete one of the tutorials. This is, however, a decision to be made by the group.

Question: How should new members of a group take tutorials? What if most of the group has progressed through some or all of the tutorials? How do new members catch up?

> **Answer:** The Tutorial Coordinator should make sure that a new member can do the Core Curriculum Tutorials with the help of at least one other member of the loan group. Members of the group must be ready to volunteer to help new members catch up.

Question: May we skip tutorials or must we do tutorials in order?

> **Answer:** Many of the tutorials build from previous tutorials. For example, the business plan tutorials assume that you understand the marketing and financial information presented in other tutorials. Concepts are not always repeated. To skip tutorials might be confusing.

Question: Do members need good math skills to complete financial tutorials?

Answer: These tutorials require an understanding of addition, subtraction, multiplication and division. If a member feels uncomfortable with certain portions of a tutorial, he or she should ask someone in the group for help.

Question: Will completing the tutorials improve a member's chance for obtaining a Working Capital loan?

Answer: The answer depends on the group. Some groups may feel that it is necessary for a member to complete the tutorials in order to provide supporting materials for the loan application.

Question: Will tutorials provide all necessary information on a given topic?

Answer: They will introduce essential business concepts. In many cases, though, the group will decide to invite an "expert" to discuss a certain topic – such as accounting, marketing, or business planning – after the group has taken the tutorial on the topic of interest.

Question: What if we discover errors, mistakes or omissions in the tutorials?

Answer: We have included an Tutorial Evaluation Form in this section. We would appreciate your using the form to let us know of any errors.

Question: May I make extra copies of these tutorials to share with people outside of my Business Loan Group?

Answer: No. In keeping with our copyright protection and the fact that these tutorials are part of a larger integrated package of business credit and networking, these tutorials may not be made available to individuals outside of a Working Capital Business Loan Group. ***We have one exception to the rule:*** should you invite outside experts to come speak to your group, you may wish to share some of the tutorials to help them prepare for their meeting with you. You have Working Capital's permission to make copies in this instance.

Num -ber	General Category	Tutorial Name	Level	Brief Format and Content Description	Core/ Optn'l	Loan Applica-tion
17	Financial	Business Analysis	Skilled	Guidelines/Exercises: Improving performance reducing risk through understanding key financial ratios.	Core	$3,000-$5,000
18	Financial	The Business Plan, Part One	Skilled	Case: Preparing and presenting an integrated strategic plan with financials.	Core	$3,000 - $5,000
19	Planning	The Business Plan, Part Two	Skilled	Case: Preparing and presenting an integrated strategic plan with financials.	Core	$3,000 - $5,000
20	Financial	Going to the Bank	Skilled	Guidelines and Exercise for seeking commercial term loans and lines of credit.	Core	$3,000 - $5,000
Op1	Financial	Equipment Purchases	Basic	Guidelines and Exercises: Analyzing whether to buy equipment, lease or subcontract.	Optn'l	$1,000
Op2	Marketing	Introduction to Sales and Service	Basic	Case: An example of marketing mistakes and framework for solutions.	Optn'l	$1,000
Op3	Planning	Time Management	Basic	Guidelines: Time Management for the home based business.	Optn'l	$1,000
Op4	Pricing	Pricing a Service	Basic	Case: Tools for determining cost-plus pricing for a service business.	Optn'l	$1,000
Op5	Financial	Collecting and Managing Cash	Basic	Guidelines: How to ensure you collect cash from the sales you've made.	Optn'l	$1,000
Op6	Pricing	Pricing in a Custom Business	Inter-mediate	Case: Tools for costing and pricing in custom products businesses.	Optn'l	$1,500
Op7	Pricing	Pricing for Small Manufacturers	Inter-mediate	Case: Tools for costing and pricing for manufacturing.	Optn'l	$1,500
Op8	Planning	Inventory Planning and Production	Skilled	Case: Planning, stocking, ordering and basic analysis of materials inventory	Optn'l	$3,000
Op9	Marketing	Quality in Service	Basic	Guidelines: The best marketing strategy: quality in product/service delivery.	Optn'l	$1,000
R1	Reference	Legal Tips	Basic	Guidelines, Checklist: Activities to help your business follow legal and regulatory guidelines.	Optn'l	
R2	Reference	Insurance Tips	Basic	Guidelines: Basics of protecting your business through insurance.	Optn'l	
R3	Reference	Public Relations Tips	Basic	Guidelines: Using free press coverage to promote your business.	Optn'l	

Curriculum Snapshot: Suggested Order

Number	General Category	Tutorial Name	Level	Brief Format and Content Description	Core/ Optn'l	Loan Application
1	Financial	Budgeting	Basic	Case: Net cash report and planned use of proceeds	Core	$500
2	Planning	Business Evaluation	Basic	Case/Roleplay: Strategic implications of decisions and business assessment.	Core	$1,000
3	Planning	Business Mission	Basic	Case: Preparing a mission statement.	Core	$1,000
4	Financial	Record Keeping	Basic	Case: Record keeping and income statement preparation.	Core	$1,000
5	Financial	Basic Cash Flow	Inter-mediate	Case: Cash flow projections and planning funding needs.	Core	$1,000
6	Marketing	Selling Value	Inter-mediate	Guidelines/Roleplay: Understanding features and benefits of your product line. Bringing the right message to customers.	Core	$1,500
7	Marketing	Customer Research	Inter-mediate	Case: Understanding your market and customer base through surveys.	Core	$1,500
8	Marketing	Analysis of Customer Research	Inter-mediate	Case: Analyzing results from customer surveys and understanding how to target your market.	Core	$1,500
9	Marketing	Marketing & Promotion	Inter-mediate	Case: Taking action on results from marketing research to market your business.	Core	$1,500
10	Marketing	Competitive Strategies	Inter-mediate	Case: Analyzing competition and potential substitutes, knowing your market niche and key competitive strategies.	Core	$1,500
11	Planning	Marketplace Risks	Inter-mediate	Brief discussion, exercise and guidelines on reducing marketplace risks.	Core	$1,500
12	Financial	Break-even and Profitability	Inter-mediate	Case: Break-even analysis and margin analysis to understand how to grow your business profitably.	Core	$3,000
13	Marketing	Pricing to the Market	Inter-mediate	Guidelines: Positioning your product or service in the marketplace through pricing	Core	$3,000
14	Planning	Marketing Plan	Inter-mediate	Case: Integrating marketing analysis and competitive analysis into a marketing plan to grow your business.	Core	$3,000
15	Financial	Balance Sheet and Income Statement	Skilled	Case: Creating Balance Sheets and Income Statements, Basic Analysis.	Core	$3,000
16	Financial	Advanced Cash Flow	Skilled	Case: Cash planning and the effect of seasonality and credit on cash flow.	Core	$3,000

The New Bedford **Working Capital** Network

Business Credit for the Self-Employed

P.O. Box 5-626
William St.
New Bedford
Massachusetts 02742
Phone 508 999-9920
Fax 508 999-3728

Dear New Bedford Area Business Professional:

Did you know that according to the U.S. Department of Labor the greatest growth in the U.S. economy during the past five years was in businesses with 5 or fewer employees ? In the state of Massachusetts alone there are more than 78,000 businesses with four or fewer employees. The purpose of this letter is not to ask you for money but to introduce you to a unique small business development program known as Working Capital and to request your assistance as a **Business Progress Volunteer**. We understand that your time is valuable and will keep this request short and to the point.

Working Capital is a non-profit program, with home offices in Cambridge, MA, which provides group-based support, loans, and technical assistance to micro-businesses which have limited access to resources. We believe that the economic prosperity of our community depends in large part on the health of its smallest businesses. Since 1990 Working Capital has assisted more than 1,465 micro-business owners in many areas of New England.

The New Bedford area affiliate of Working Capital, the **New Bedford Working Capital Network (NBWCN)** is a program of the anti-poverty agency People Acting in Community Endeavors (PACE Inc.) Since April 1993 **PACE /NBWCN** has assisted more than 100 micro-entrepreneurs.(More details about the accomplishments of **the New Bedford Working Capital Network** is contained on the accompanying fact sheet.)

The heart of the Working Capital program is the Business Loan Group which is comprised of 4 to 10 small business owners who meet regularly to review and approve loans, work together on a comprehensive business tutorial process and assist each other through networking and peer support. Presently more than 60 microentrepreneurs meet in seven Business Loan Groups.

A PROJECT OF
PACE

Continued Next Page

As a way to augment the basic business concepts learned through the 20 step Working Capital Business Curriculum (see attached listing) we have developed the ***Business Progress Volunteer Training Program***. **Business Progress Volunteers (BPV's)** are successful business professionals who donate a few hours of their time to share their business knowledge with our Working Capital microentrepreneurs. In a recent survey the Business Loan Group members requested a range of topics they would like to learn more about including:

- Pricing
- Networking
- Equity vs. Debt
- Insurance
- Tax preparation
- Financing
- Sales
- Contracting Issues
- General Business Management
- Financial Management
- Business Planning
- Personnel

If you would be interested in becoming a **Business Progress Volunteer** please complete the enclosed application and return it in the envelope supplied or better yet, Fax it to 999-3728. The **PACE/NBWCN** Training Committee will then contact you to discuss how you may be able to assist our Working Capital businesses.

If you have specific questions about Working Capital and the **Business Progress Volunteer Training Program** please give us a call.

We thank you, in advance, for your interest in the **PACE/New Bedford Working Capital Network**.

Sincerely,

Corinn Williams
Enterprise Agent

Bill Maddocks
Enterprise Agent

encl.

The New Bedford Working Capital Network

Progress Update ✣ October 1, 1995

What Is the New Bedford Working Capital Network ?

Founded in the spring of 1993, the ***New Bedford Working Capital Network*** is a non-profit program that strengthens micro-businesses and communities by providing group-based support, loans and technical assistance to self-employed persons with limited access to resources.

People Acting in Community Endeavors (PACE) is the local affiliate of Working Capital which is the largest microenterprise development organization in the United States. The Home Office of Working Capital is in Cambridge, MA

How does Working Capital help micro-business ?

Business Loan Groups are at the core of the Working Capital model. Between four and ten micro-business owners meet regularly to share ideas, network, review, approve or reject each others loan applications and learn valuable business skills by completing Working Capital's twenty step business tutorials. Each Business Loan Group has its own structure and unique name such as: ***City Pride, Strictly Business, United Entrepreneurial Group, Kaleidoscope Working Cooperative, Mind Your Business, On Our Way and Money Matters***.

Who supports Working Capital ?

Community Support is vital to the success of the ***New Bedford Working Capital Network***. The Network receives technical support and referrals from: **Downtown New Bedford Inc, the South End and North End Business Associations, the South Eastern Massachusetts Manufacturing Partnership, the SBDC, SCORE, the Fishing Family Service Center** and dozens of individual business supporters many of which serve on the ***New Bedford Working Capital Network Advisory Group***.

Where does Working Capital get its funding and loan capital ?

Several banks including Shawmut, Citizens Bank of Massachusetts, Compass Bank, Bay Banks, National Bank of Fairhaven and Bank of Boston provide donations of cash or material resources to help the program operate. The Island Foundation of Marion, MA has provided substantial operating support and the Bank of Boston provides a line of credit to the Working Capital Home Office.

How much does it cost and how can I join ?

There are no membership fees to join Working Capital. The only requirements are the need for an established business or business idea and regular participation in Business Loan Group Meetings. There are fees associated with loans which are presently offered at 12% interest. The usual way to join a Business Loan Group is at **Information Meetings** which are held every 4 to 6 weeks. Call PACE for the date of the next meeting.

New Bedford Working Capital Network Index	
Number Of Micro-Businesses Assisted To Date:	93
Number Of Micro-Business Members Currently Serving:	62
Number Of Business Loan Groups Formed To Date:	11
Number Of Business Loan Groups Presently Chartered:	7
Number Of Loans Issued To Date:	104
Aggregate Value Of All Loans Issued To Date:	$80,000
Repayment Rate As A Percentage Of All Loans Issued:	98.65 %

Building Stronger

- **Businesses** ⇨
- **Networks** ⇨ *THROUGH THE*
- **Community** ⇨

New Bedford Working Capital Network Progress Panel

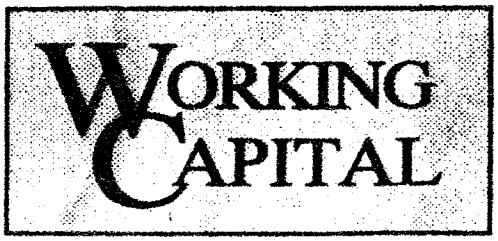
Mission: To promote the Working Capital Program by representation and assistance in those endeavors needed to enhance business capabilities, thus enabling our members to become successful business people.

The Goals of the Progress Panel are:

- Commitment to meeting the needs of Loan Groups with the intent of resolving issues and/or finding answers to questions raised which cannot be satisfied at the group level.
- To act as a clearinghouse for information, skills training, and resource development.
- To represent loan group membership within the larger scope of Working Capital and to participate in the planning and procurement of new products and services.
- To act as a public relations agent to represent the New Bedford Working Capital Network membership and assist the Enterprise Agents in the dissemination of information and image building within the community.

The Progress Panel has two working committees:

- **Training Committee** - Coordinates the Business Progress Volunteer program which matches New Bedford area business professionals with Business Loan Groups in need of technical support. Plans and presents large training events which are attended by members of all Business Loan Groups.
- **Next Step Loan Committee** - Researches the development of larger loan products for access by Working Capital borrowers who "graduate" from the $500 to $5,000 loan range.



99 Bishop Allen Drive, Cambridge, Massachusetts 02139 (617) 576-8620

SUMMARY AS OF SEPTEMBER 1, 1995

Mission Working Capital is a non-profit program that strengthens micro-businesses and communities by providing group-based support, loans and technical assistance to self-employed persons with limited access to resources.

Through credit, networking opportunities and business education, owners of small local enterprises gain a chance to succeed and thrive. The additional income generated stays within the community, leading to vigor and economic prosperity.

To implement our program in Massachusetts, Maine, New Hampshire and Vermont, we have formed partnerships with financial and non-profit institutions. Banks supply loan and operating capital; local agencies or Working Capital affiliates recruit, train and distribute credit to borrowers; universities provide technical services; and, government agencies offer marketing and funding assistance.

Market Need Almost ten percent of the work force earns income from self-employed activities (12 million people). Many are low and very low income sole proprietors. Working Capital extends loans to anyone who joins a business loan group. However, our aim is to grant credit to those who have no other resources to grow their businesses.

Borrower Profile Sixty percent of Working Capital's borrowers are women. Some 30% are minority and 65% are either low or very low income by HUD guidelines. Only 8% have received a conventional business loan.

Recent Results: **Working Capital is the largest microcredit initiative in the United States.** Since October 1991, the program has assisted 1,500 small businesses, distributing 1724 loans totalling $1,542,900. We are working with 45 local affiliates in rural areas of Massachusetts, Rhode Island, Maine, Vermont, and New Hampshire; and in cities such as Boston; Burlington, VT; Manchester, NH; Miami, FL and Wilmington, DE. We have experienced a loan repayment rate of 97.97% across all loans issued.

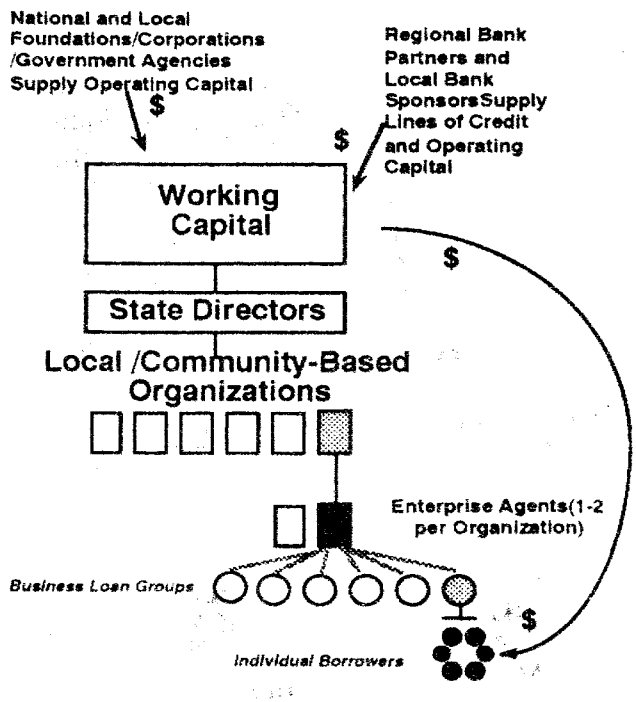
Expansion Plan By year-end 1997, Working Capital expects to have reached 4,000 businesses through 8,000 loans in some 200 of New England's rural communities and inner cities.

Lending Model Working Capital uses a peer-lending methodology to issue loans. Groups of 4-10 small business owners in a community meet regularly to review and approve loan applications as well as to exchange ideas and contacts. All members of a group must be current on loan payments for any member of the group to obtain a larger loan. First time borrowers receive initial loans in the amount of $500. Each successive loan cycle affords borrowers the chance to increase their loan sizes to a maximum of $5,000. While loans are approved by members of the group, each borrower is able to build an individual business credit history.

Economic Impact Working Capital believes that the smallest businesses, often owned by low income and minority entrepreneurs, can become increasingly productive with access to those advantages enjoyed by larger companies namely: ***capital, sales leads and connections, practical business education, and support from peers.*** Collectively, borrowers reported a 40% average increase in sales and 20% average increase in income after one year in the program. Working Capital has demonstrated that the number of commercial borrowers in a given area can be multiplied ten fold.

Operations Working Capital recruits and trains organizations based in target communities to implement the Working Capital program. Selected organizations appoint a staff person to become a Working Capital Enterprise Agent. Enterprise Agents form Business Loan Groups, assist borrowers with business education, and monitor lending activity within groups.

Funding Working Capital obtains loan capital from regional and local banks such as Fleet Bank, Meredith Village Savings and Vermont National Bank. To date, funding for operations has been supplied by banks, such as Fleet Bank, Savings Bank of Walpole, and Community Bank and Trust; national foundations such as Ford, MacArthur, and Mott; government agencies such as Health and Human Services; and local foundations such as New Hampshire Charitable Trust. In the future, we will broaden our funding base to include bank partners as well as local entrepreneurs and corporations.



Working Capital's Structure

Working Capital. Headquarters arranges credit lines, issues and monitors loans, produces business assistance modules, oversees program evaluation, trains local organizations in microcredit distribution and oversees the state directors. Three full-time employees including the Director currently constitute Working Capital's headquarter staff. The organization also pays Local Organizations, Enterprise Agents and Regional Facilitators to implement the program in each locality.

State Directors. Recruit, train, and supervise the enterprise agents within each state and raise funds for the program locally.

Local Organizations. Working Capital selects non-profit and government organizations in each community to implement the program. Local business councils, Community Development Centers and housing agencies are a few of the kinds of organizations that work with Working Capital to form groups and extend loans to borrowers.

Enterprise Agents. The organization designates an employee or volunteer to be trained and certified as a Working Capital Enterprise Agent. The Enterprise Agents finds and informs borrowers about the credit program and guides them in the formation of strong, functional peer-lending groups. Additionally, the Enterprise Agent facilitates Working Capital's business education program designed for Business Loan Groups.

Business Loan Groups/Borrowers. Groups of 5-8 business owners meet regularly to approve each other's loans, exchange ideas and business contacts, complete Working Capital's Business Education Modules, and make payments on their Working Capital loans.

NEW BEDFORD WORKING CAPITAL NETWORK

Business Progress Volunteer Application

Name _____

Business Name _____

Address _____

City _____ **Zip Code** _____

Phone _____ **Fax** _____

Your Business Name: _____

Type of Product or Service Sold: _____

Area of Expertise:

_____

_____

_____

_____

Time Available: _____ **Day of week:** _____ **Time of day:** _____

Would you prefer to work: [ ] one on one [ ] in small groups (under 10) [ ] in large groups [ ] no preference

Have you ever been involved in small business training? [ ] yes [ ] no

Please Describe:

_____

_____

_____

Do you speak any other languages? **[ ] yes** **[ ] no**

Please list _____

Do you require any special training aids (flip charts, overhead projector, etc...)
[ ] yes **[ ] no**

Describe: _____

_____

_____

_____

_____

What business and professional organizations do you belong to?
Please list: _____

_____

_____

_____

Could you give us the names of other Business Professionals you know who you feel would be willing to be a Business Progress Volunteer?

please list name:

_____

address:

_____

telephone: _____

Do you have any additional comments?

_____

_____

_____

Thank You For Your Interest in the New Bedford Working Capital Network

Working Capital Business Tutorial Guide: Suggested Order

General Category	Tutorial Name	Level	Brief Format and Content Description	Core/ Optn'l	Loan Size
Financial	Budgeting	Basic	Case: Net cash report and planned use of proceeds	Core	$500
Planning	Business Evaluation	Basic	Case/Roleplay: Strategic implications of decisions and business assessment.	Core	$1,000
Planning	Business Mission	Basic	Case: Preparing a mission statement.	Core	$1,000
Financial	Record Keeping	Basic	Case: Record keeping and income statement preparation.	Core	$1,000
Financial	Basic Cash Flow	Inter-mediate	Case: Cash flow projections and planning funding needs.	Core	$1,000
Marketing	Selling Value	Inter-mediate	Guidelines/Roleplay: Understanding features and benefits of your product line. Bringing the right message to customers.	Core	$1,500
Marketing	Customer Research	Inter-mediate	Case: Understanding your market and customer base through surveys.	Core	$1,500
Marketing	Customer Analysis	Inter-mediate	Case: Analyzing results from customer surveys and understanding how to target your market.	Core	$1,500
Marketing	Marketing & Promotion	Inter-mediate	Case: Taking action on results from marketing research to market your business.	Core	$1,500
Marketing	Competitive Strategies	Inter-mediate	Case: Analyzing competition and potential substitutes, knowing your market niche and key competitive strategies.	Core	$1,500
Planning	Marketplace Risks	Inter-mediate	Brief discussion, exercise and guidelines on reducing marketplace risks.	Core	$1,500
Financial	Break-even and Profitability	Inter-mediate	Case: Break-even analysis and margin analysis to understand how grow your business profitably.	Core	$3,000
Marketing	Pricing to the Market	Inter-mediate	Guidelines: Positioning your product or service in the marketplace through pricing	Core	$3,000
Planning	Marketing Plan	Inter-mediate	Case: Integrating marketing and competitive strategy into a marketing plan to grow your business.	Core	$3,000
Financial	Balance Sheet and Income Statement	Skilled	Case: Creating Balance Sheets and Income Statements, Basic Analysis.	Core	$3,000
Financial	Advanced Cash Flow	Skilled	Case: Cash planning and the effect of seasonality and credit on cash flow.	Core	$3,000
Financial	Business Analysis	Skilled	Guidelines/Exercises: Improving performance reducing risk through understanding key financial ratios.	Core	$3,000-$5,000
Planning	The Business Plan: Part A	Skilled	Case: Preparing and presenting an integrated strategic plan with financials.	Core	$3,000-$5,000
Planning	The Business Plan: Part B	Skilled	Case: Preparing and presenting an integrated strategic plan with financials.	Core	$3,000
Financial	Going to the Bank	Skilled	Guidelines and Exercise for seeking commercial term loans and lines of credit.	Core	$3,000-$5,000

Appendix Three:

- **Notices, Agenda's and Minutes From Progress Panel Next Step Loan Committee Meetings and Credit Needs Survey**

New Bedford Working Capital Network Access to Credit Survey

1. Where have you applied for business/personal loans before?

_____

_____

If you were denied please check the reason:

❒ Insufficient Credit ❒ Bad Credit ❒ Insufficient Collateral ❒ No Collateral

Other - Please Explain:

_____

2. Have you ever had to file for bankruptcy? ❒ Yes ❒ No

3. What size of loans would you like to be able to borrow through Working Capital ?

❒ $6,000 ❒ $8,000 ❒ $10,000 ❒ $12,000 ❒ $15,000 ❒ $25,000 Other _____

4. What could your business do with a 10k-25k loan that you couldn't do with a $500 to $ 5000 loan?

_____

_____

_____

_____

5. Do you feel you could benefit from more flexible loan terms such as (please check those you may be interested in):
❒ Delay repayment for 2-4 or more months ❒ Short term loans 30-90 days
❒ Skip loan levels under certain circumstances (for example: if a loan group member has perfect attendance at every meeting for one year they could skip from $1,000 to $3,000 loan).

6. Do you feel Loan Groups should be able to make loans from their buffer funds if there is enough money to lend ? ❒ Yes ❒ No

7. What questions would you ask a borrower if you were loaning them $5,000 to $25,000 to their business?

_____

_____

_____

8. Banks often require collateral such as the title to vehicles, property or equipment to secure a loan. value of this collateral can range from 20 % to 125 % of the loan value. What kind of assets (i.e. thin of value owned by businesses) and at what percentage of the value of the loan do you feel Workin Capital should secure when making larger loans (above $5,000)

_____
_____
_____
_____
_____
_____

9. Have you ever researched or applied for other loans products from SEED, SBA, City of New Bedford etc.?

❒ Yes ❒ No

If yes please describe what happened if you applied or the reason(s) why you didn't apply.

_____
_____
_____
_____
_____

What are some of your ideas about making the process of applying for loans easier ?

_____
_____
_____
_____
_____

Other Comments :

_____
_____
_____
_____
_____

Optional: You may wish to give us your name so we can discuss your Survey responses with you.

_____

MEETING NEWS FLASH

The *First Meeting* of the NBWCN Progress Panel
Next Step Loan Committee will be:

Thursday September 7
6:30 P.M.
PACE Head Start
32 Madison Street
New Bedford

We will begin discussing the creation of loans from $6,000 to $25,000 !!!

and immediately Following at 7:45 P.M. will be the next meeting of the Progress Panel Training Committee

We will discuss the *Progress Volunteers Training System* and *"Creating a WC Business Ethic"*

Please call Corinn or Bill (leave a message if you can't reach us) to let us know if you will make it!!! Please !!!

See You In September !!

New Bedford Working Capital Network

P.S. If you aren't coming to meetings and don't consider yourself a member of these committees PLEASE call and tell us and we will save the .50 cents it costs each time to print and mail these notices. Thanks !!

Appendix Four:

- **New Bedford Working Capital Network Progress Panel Draft Organizational Plan**

Appendix Four:

New Bedford Working Capital Network Progress Panel
Draft Organizational Plan

1. Loan Group Representation:
Each chartered New Bedford Working Capital Network Business Loan Group will be designated one permanent seat and one alternate seat on the Progress Panel. Each Business Loan Group will include the requirement of filling the Progress Panel seat in their by-laws. It is expected that the designated representative from each loan group will attend the regularly scheduled Progress Panel meetings. If the designated representative cannot attend the alternate or another member of the group may attend in their place.

2. Term and Selection of Business Loan Group Representative:
There is no term for the Progress Panel seat since it is permanent. The Business Loan Group Chairperson is responsible for ensuring the group's has selected a Progress Panel representative and that the representative or an alternate is attending Progress Panel meetings.

3. Consequences for a Business Loan Group's Non-participation in the Progress Panel:
All members of a Business Loan Group that does not send a representative to Progress Panel meetings or otherwise participate in the work of the Progress Panel will not be eligible for any new loan programs, training programs or other benefits and services created by the Progress Panel. Only the basic Working Capital menu of loan products and tutorials will be available to the group.

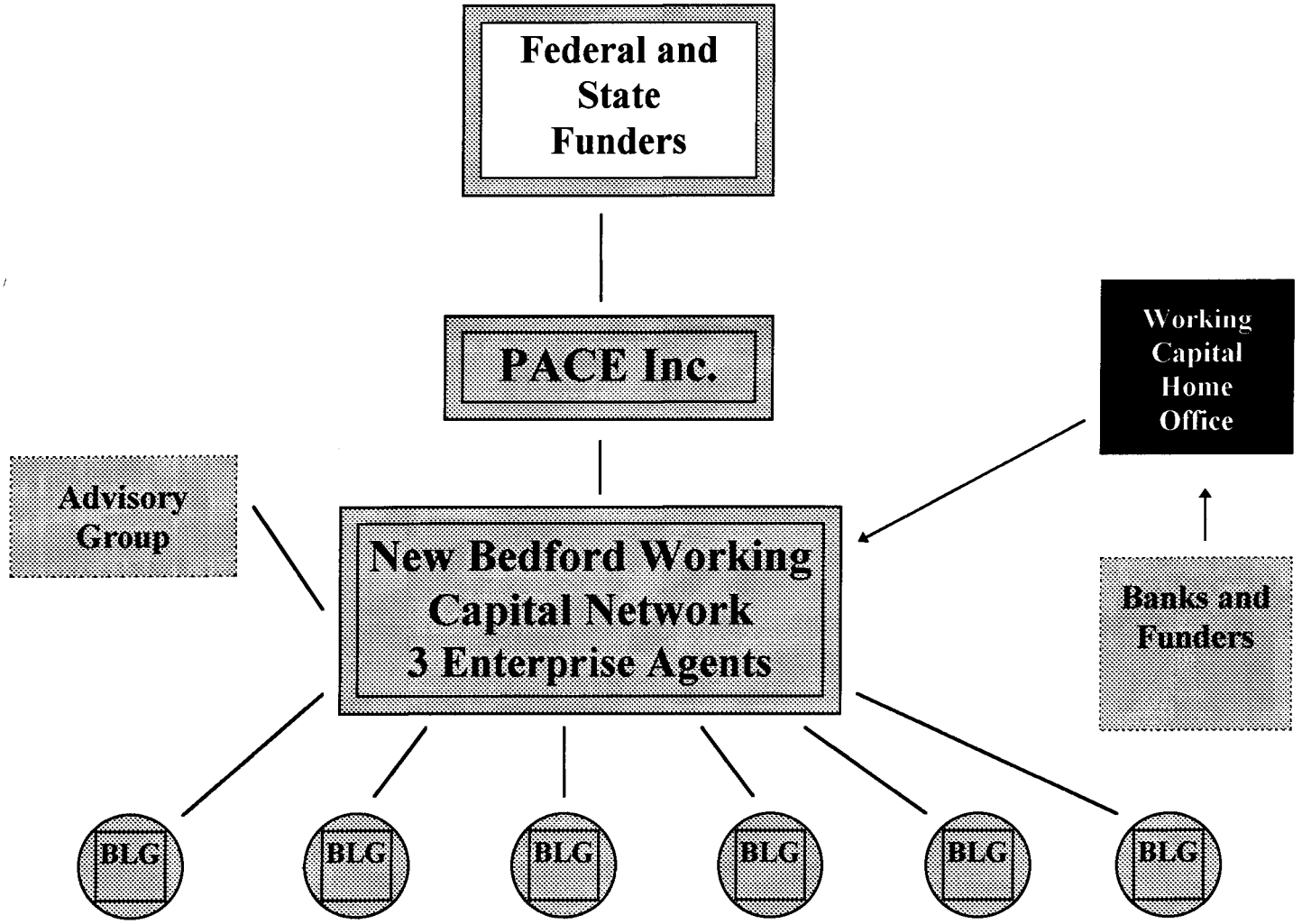
4. Officers:
The Progress Panel will elect officers who will serve a one year term of office. The Progress Panel officers will be a Chairperson, a Vice-Chairperson, a Treasurer and a Secretary. The designated representatives of the Progress Panel from each Business Loan Group will elect the officers at the Progress Panel Annual Meeting which will be held during the last week of February of each year.

5. Budget:
The Progress Panel will be given an expense budget upon its formation by PACE/New Bedford Working Capital Network. These funds will be used by the Progress Panel for operational expenses including: Travel, childcare, refreshments for meetings, phone/fax and other reasonable expenses incurred through Progress Panel business. The management of the expense budget will be the responsibility of the Progress Panel but must comply with PACE fiscal procedures.

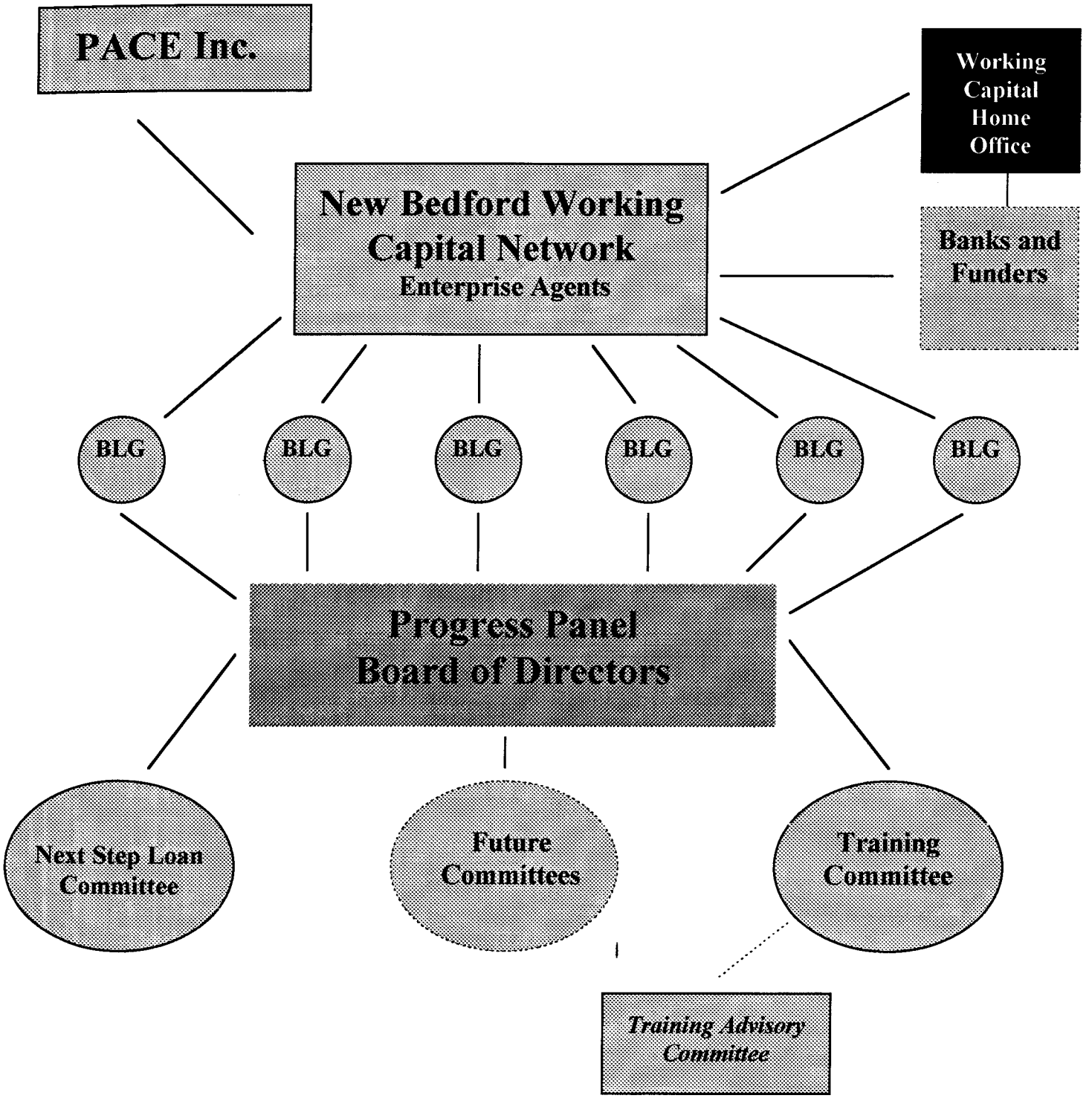
6. Meetings:
The Progress Panel will meet every other month according to a schedule set at the Progress Panel Annual Meeting. All designated Business Loan Group representatives or their alternates are required to attend these meetings. Any member of a chartered Business Loan Group in good standing with the New Bedford Working Capital Network and the Progress Panel may attend.

7. Committees:
The Progress Panel will have at least two standing committees: the **Training Committee** is responsible for coordinating the training process for Business Loan Groups centered on the Working Capital tutorials. The TC also manages ***the Business Progress Volunteers Training Program*** with the assistance of the Training Advisory Group. **The Next Step Loan Committee** is responsible for research, design and management of new loan products which may include larger loans and more flexible terms than is presently offered by the Working Capital Home Office. Other standing or ad hoc committees will be created as necessary by the Progress Panel who will have ultimate responsibility for the functioning, work on decisions of the committees. Committees will schedule meeting as necessary.

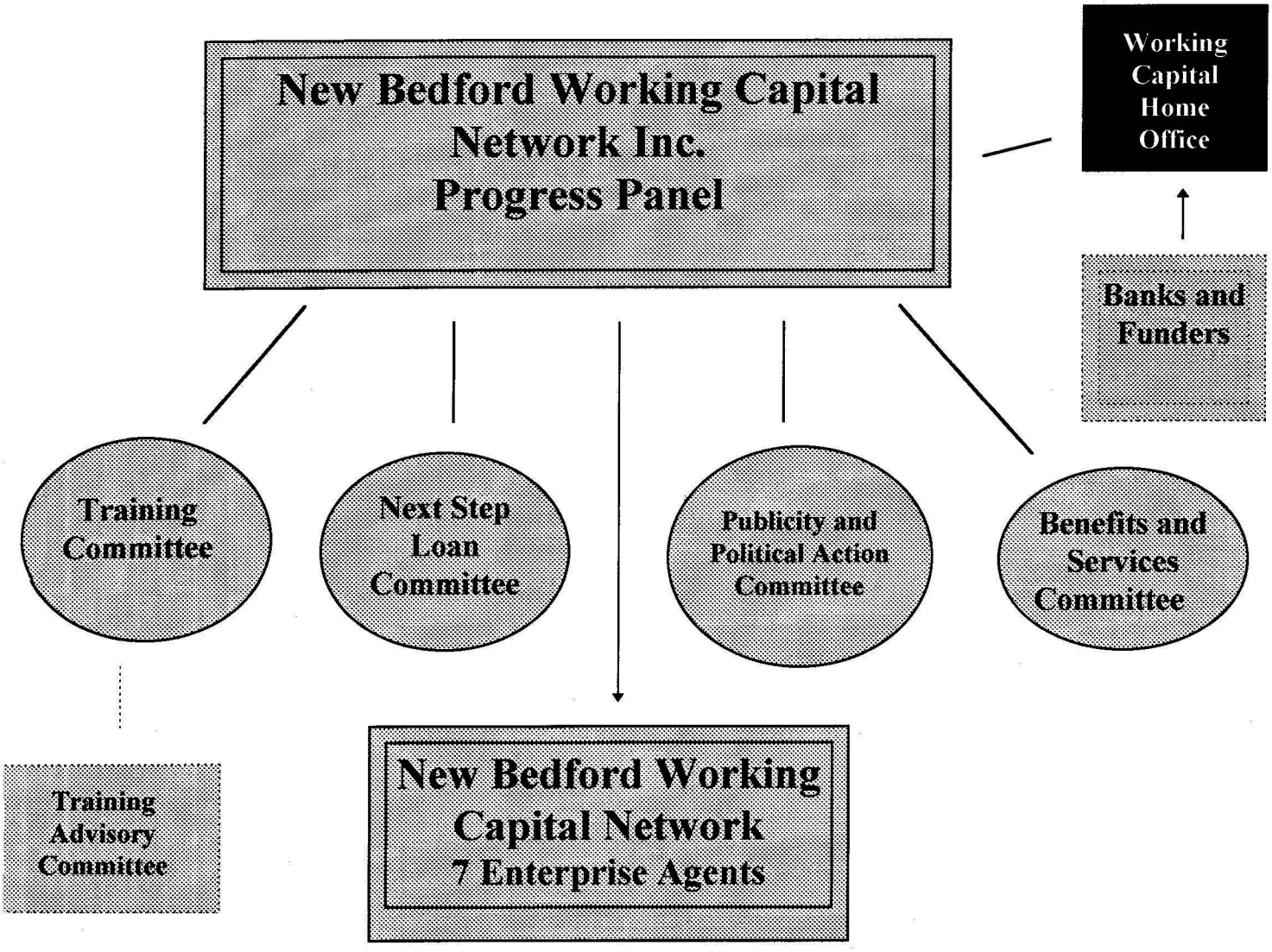
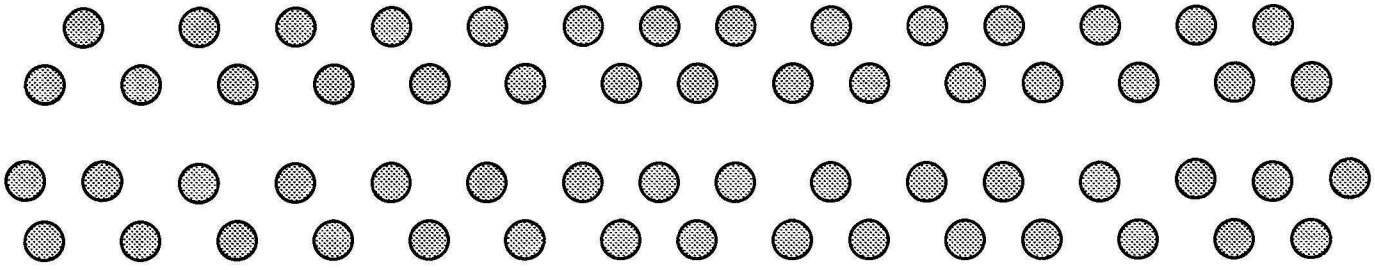
New Bedford Working Capital Network
Organizational Chart
December 1994



New Bedford Working Capital Network
Progress Panel
Organizational Chart



New Bedford Working Capital Network Organizational Chart December 2000



60 Business Loan Groups - 360 Members