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

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

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

Growing Community

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Estimated Population (April ‘09)</td>
<td>251,894</td>
</tr>
<tr>
<td>2015 Projected Population</td>
<td>272,700</td>
</tr>
<tr>
<td>2000 Census</td>
<td>176,581</td>
</tr>
<tr>
<td>Historical Growth from ‘00 to ‘08</td>
<td>42.6%</td>
</tr>
<tr>
<td>Labor Force (March ‘09)</td>
<td>127,426</td>
</tr>
<tr>
<td>Unemployment Rate (March ‘09)</td>
<td>5.4%</td>
</tr>
</tbody>
</table>

Job Growth

Population Growth

Source: Census; Claritas 2008; MAG projections
Source: Census; Chandler Long Range Planning
Knowing Chandler :: Demographics

**Affluent Diversity**

Arizona Employee Wage Index

![Bar graph showing employee wage index for various cities, with Chandler having the highest index.]

$4.2 billion in disposable income

**Race & Ethnicity**

![Pie chart showing race and ethnicity demographics.]

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

**Cost of Living Index**

![Cost of living index chart comparing various cities, with Chandler having one of the highest indices.]

Source: ACCRA Cost of Living Index, 1st Quarter, 2008
 researching Chandler :: Demographics

Young & Educated

<table>
<thead>
<tr>
<th>Life Phase</th>
<th>Age</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adolescents</td>
<td></td>
<td></td>
</tr>
<tr>
<td>0-4</td>
<td>9.3%</td>
<td></td>
</tr>
<tr>
<td>5-9</td>
<td>8.3%</td>
<td></td>
</tr>
<tr>
<td>10-14</td>
<td>7.7%</td>
<td></td>
</tr>
<tr>
<td>15-17</td>
<td>4.4%</td>
<td></td>
</tr>
<tr>
<td>College age</td>
<td></td>
<td></td>
</tr>
<tr>
<td>18-20</td>
<td>3.6%</td>
<td></td>
</tr>
<tr>
<td>21-24</td>
<td>4.6%</td>
<td></td>
</tr>
<tr>
<td>Educated &amp; mobile</td>
<td></td>
<td>15.5%</td>
</tr>
<tr>
<td>25-34</td>
<td>15.5%</td>
<td></td>
</tr>
<tr>
<td>Educated &amp; experienced</td>
<td></td>
<td>17.3%</td>
</tr>
<tr>
<td>35-44</td>
<td>13.9%</td>
<td></td>
</tr>
<tr>
<td>45-54</td>
<td>40.1%</td>
<td></td>
</tr>
<tr>
<td>55-64</td>
<td>8.9%</td>
<td></td>
</tr>
<tr>
<td>Retired</td>
<td></td>
<td></td>
</tr>
<tr>
<td>65-74</td>
<td>4.0%</td>
<td></td>
</tr>
<tr>
<td>75+</td>
<td>2.4%</td>
<td></td>
</tr>
</tbody>
</table>

Median age: 32.8

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

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

Education Levels

- Less than High School Graduate
- High School Graduate
- Some college, Associate Degree
- Bachelor's Degree
- Master's & Professional Degree
- Doctorate Degree
Knowing Chandler :: Demographics

Workforce

Globally Aware
Worldwide presence of major employers = Global Diversity

* Each line represents the global locations of Chandler’s top employers
Economic Development Division

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

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

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

We are here for you to:

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

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

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

Electronic resources include:

**The Business and Company Resource Center**
A comprehensive research collection offering accurate, updated company and industry intelligence on thousands of global companies

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

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

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

Library staff can help with locating materials and conducting database searches. Call the Reference Desk (for assistance or to make an appointment for individual tutoring) or log on to the web site — www.chandlerlibrary.org - click on “Ask a Question” and receive an answer to your query via e-mail.
Chandler Diversity Office
The City’s Diversity Office works closely with the Chandler Human Relations Commission to develop diversity programs and events that support the mission of promoting mutual respect and inclusion in Chandler. Along with the community, the Diversity Office works toward the elimination of prejudice and discrimination; and to promote amicable relations among all racial, cultural, religious, age, gender, disabled, socioeconomic and national groups within the community.

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

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

Knowledgeable staff will identify and explain:

- The development issues that may be expensive and/or time intensive
- The pertinent city code requirements (building and zoning codes)
- The development process steps through certificate of occupancy
- The review timeline, submittal requirements, fee requirements, permit requirements, and inspection requirements
Chandler Chamber of Commerce
The Chandler Chamber of Commerce is a private, non-profit business organization that has been in business since 1912. Through nearly 100 years of service to the business community, the Chandler Chamber of Commerce has become an important advocate for the business community and the primary source for business to business networking.

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

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

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

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

To be certified as a Minority-, Woman-owned, Small and Disadvantaged Business Enterprise, a company must meet all qualifying standards and be at least 51 percent owned, operated and controlled by a qualifying
person or persons. Organizations providing certification and registration programs for minority-, woman-owned, small and disadvantage businesses are listed at www.azcommerce.com/smallbiz.

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

College & University Assistance

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

**ASU L. William Seidman Research Institute**

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

**ASU Career Services Office**

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

**ASU Spirit of Enterprise Center**

The Spirit of Enterprise Center brings students and businesses together to accelerate entrepreneurship within the communities they serve.
Knowing Chandler :: Business Resources

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

**ASU Advanced Technology Innovation Center**
Created to assist entrepreneurs and startups build their product ideas, taking innovation from paper to an actual prototype.

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

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

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

**Furthering Education for Employees**

**Arizona Department of Commerce - Workforce Recruitment & Job Training Program**
The Arizona Work Force Recruitment and Job Training program, through the Arizona Department of Commerce, provides short-term customized grants for the training of net new employees. The program is administered in coordination with training providers such as the community colleges, private post-secondary institutions, trade schools or with the applicant itself. The program funds up to 75% of the total eligible costs while the company contributes the other 25%. Recent awards range from $300 to $1,000 per employee. The City of Chandler works closely with the Maricopa Community College District to assist companies in meeting all facets of their workforce needs. This includes developing customized training programs, recruitment and pre-screening, and assisting with the application process for the Arizona Work Force and Job Training Grant.
Maricopa Workforce Connections
Maricopa Workforce Connections works with local businesses, faith and community-based organizations to help area businesses succeed in securing qualified talent, training current employees to use new industry technology, and providing lay-off aversion resources and transition strategies.
Knowing Chandler :: Further Resources

Chandler Economic Development Division
215 E Buffalo St  Phone: 480.782.3030
Chandler, AZ 85225  Fax: 480.782.3040

Chandler Diversity Office
55 N Arizona Pl #301  Phone: 480.782.2217
Chandler, AZ 85225  Fax: 480.782.2209

Chandler Public Library
Downtown Library  Phone: 480.782.2803
22 S Delaware St
Hamilton Library  Phone: 480.782.2828
3700 S Arizona Ave
Sunset Library  Phone: 480.782.2840
4930 W Ray Rd
Basha Library  Phone: 480.782.2850
5990 S Val Vista Dr

Chandler Planning and Development Interdisciplinary Small Business Interaction Team
215 E Buffalo St  Phone: 480.782.3171
Chandler, AZ 85225

Arizona Department of Commerce - Small Business Services
1700 W Washington St  Phone: 602.771.1196
Suite 600  Web: www.azcommerce.com/smallbiz
Phoenix, AZ 85007

Workforce Resources
Arizona Department of Commerce - Workforce Recruitment & Job Training Program
1700 W Washington St  Phone: 602.771.1181
Suite 600  Web: www.azcommerce.com/workforce/jobtraining
Phoenix, AZ 85007

Maricopa Workforce Connections
Goodwill Industries of Central AZ  Phone: 480.792.6924
930 N Alma School Rd
Chandler, AZ 85224
Knowing Chandler :: Further Resources

Education Resources

**ASU Spirit of Enterprise Center**
WP Carey School of Business  
BA 101  
Tempe, AZ 85287  
Phone: 480.965.0474  
Fax: 480.727.6185  
Web: www.wpcarey.asu.edu/Spirit

**ASU Office of Economic Affairs**
300 E University Dr  
Suite 310  
Tempe, AZ 85287  
Phone: 480.965.1225  
Fax: 480.965.8293  
Web: www.ovprea.asu.edu

**ASU L. William Seidman Research Institute**
PO Box 874011  
Tempe, AZ 85287  
Phone: 480.965.5362  
Fax: 480.965.5458  
Web: www.wpcarey.asu.edu/seid

**ASU Career Services Office**
1151 S Forest Ave  
Tempe, AZ 85287  
Phone: 480.965.2350  
Web: www.asu.edu/studentaffairs/career

**ASU Technopolis**
1475 N Scottsdale Rd  
2nd Floor  
Scottsdale, AZ 85257  
Phone: 480.884.1804  
Fax: 480.884.1888  
Web: www.asutechnopolis.org

**ASU Advanced Technology Innovation Center**
7171 E Sonoran Arroyo Mall  
Peralta Bldg. Suite 230  
Mesa, AZ 85212  
Phone: 480.727.1647  
Fax: 480.727.1248  
Web: http://atic.asu.edu

**Arizona Technology Enterprises**
SkySong  
1475 N Scottsdale Rd  
Suite 200  
Scottsdale, AZ 85257  
Phone: 480.884.1996  
Fax: 480.884.1984  
Web: www.azte.com

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

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

Chamber Resources

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

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

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

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

Chinese Chamber of Commerce of Arizona
P0 Box 32865 Web: www.cccarizona.org
Phoenix, AZ 85064

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

Greater Phoenix Chamber of Commerce
201 N Central Ave Phone: 602.495.2195
27th Floor Fax: 602.495.8913
Phoenix, AZ 85004 Web: www.phoenixchamber.com
Greater Phoenix Economic Council (GPEC)
2 North Central Ave
Suite 2500
Phoenix, AZ 85004
Phone: 602.256.7700
Toll Free: 800.421.4732
Fax: 602.256.7744
Web: www.gpec.org

US Women’s Chamber of Commerce
1200 G Street, NW
Suite 800
Washington, DC 20005
Toll Free: 888-41-USWCC
Web: www.uswcc.org

On-line Assistance
ABC’s of Small Business and Entrepreneur Success
Web: www.liraz.com
Create a Business Website
Web: www.hostway.com
Retirement Business Startup Guidance
Web: www.bizstarters.com
Kauffman Foundation e-Venturing Entrepreneur’s Resource Center
Web: www.entrepreneurship.org
Small Business Help Center
Web: www.helpbizowners.com

House Small Business Committee
Web: www.house.gov/smbiz
The U.S. Chamber of Commerce Small Business Center
Web: www.uschamber.com/sb
Small Business Taxes and Management
Web: www.smbiz.com
The Wall Street Journal Center for Entrepreneurs
Web: http://startup.wsj.com
Starting Your Business :: Checklist

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

Business Startup Checklist

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

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

Basic Business Plan Elements

Source: SBA
Starting Your Business :: Structure & Name

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

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

See chart on page 21 for detailed information on each structure.

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

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

The best way to register your business name is to visit the Secretary of State’s website at www.azsos.gov. Under Business Services, then Registrations and Filings choose trade names and trademarks. From there you can search for existing names and guidelines. Forms can be downloaded and either mailed in or you can apply in person at the Office of the Secretary of State.
<table>
<thead>
<tr>
<th>Arizona filing requirements</th>
<th>Sole Proprietorship</th>
<th>Partnerships</th>
<th>Limited Liability Company (LLC)</th>
<th>“C” Corporation</th>
<th>“S” Corporation</th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
<td>GENERAL PARTNERSHIP</td>
<td></td>
<td>Articles of organization</td>
<td>Articles of incorporation</td>
<td>Articles of incorporation</td>
</tr>
<tr>
<td>None</td>
<td>LIMITED PARTNERSHIP</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Certificate of LP</td>
<td>LIMITED LIABILITY PARTNERSHIP</td>
<td>Certificate of LP</td>
<td>Trade name registration</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Certificate of LP</td>
<td></td>
<td>Trade name registration</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of owners allowed</td>
<td>1 owner</td>
<td></td>
<td>At least 1; no upper limit</td>
<td>At least 1; no upper limit</td>
<td>At least 1; upper limit - 75</td>
</tr>
<tr>
<td>Subject to income tax at entity level</td>
<td>No, sole proprietor pay all taxes</td>
<td>At least 2; no upper limit Partners (general or limited)</td>
<td>No, income/loss is passed through to all partners</td>
<td>Yes, Shareholders also report income from distributions and bonuses</td>
<td>No, income/loss is passed through to the shareholders</td>
</tr>
<tr>
<td>Advantages</td>
<td>Minimum legal restrictions Ease of formation Low start-up costs Sole ownership of profits Maximum freedom in decision-making</td>
<td>GENERAL PARTNERSHIP Ease of formation Direct rewards Broader management base LIMITED PARTNERSHIP Operated like general partnership At least one general partner has unlimited liability Limited partners protected unless participate in management LIMITED LIABILITY PARTNERSHIP Operated like general partnership Partners not typically responsible for debts of the LLP</td>
<td>Limited disclosure of owners Ease in transfer of ownership Can use different classes of owners Lower filing fees Can assign management to a non-member</td>
<td>Separate legal entity Limited liability for stockholders Unlimited life of business Relative ease in raising capital Transfer of ownership through sale of stock</td>
<td>Restrictions on number of shareholders Unlimited life of business</td>
</tr>
<tr>
<td>Disadvantages</td>
<td>Unlimited Liability Less available capital Relative difficulty in obtaining long-term financing</td>
<td>GENERAL PARTNERSHIP Unlimited liability of general partners Divided authority in leadership Difficulty in disposing of partnership interest LIMITED PARTNERSHIP Limited partners may not participate in management LIMITED LIABILITY PARTNERSHIP The lack of clear precedents could be a disadvantage Unclear in those states that do not have LLP status</td>
<td>Large number of owners complicates status Death, owner withdrawal or bankruptcy could cause problems Doing business in other states may require filing individual tax returns in each state</td>
<td>Complex and relatively expensive to organize Activities limited by Charter Extensive regulation and record-keeping requirements Double taxation - once on corporate profits and again on dividends</td>
<td>Restrictions on number of shareholders Limitations on ownership</td>
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Source: Arizona Entrepreneur’s Edge
Starting Your Business :: Further Resources

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

Business Plan and Legal Structure Resources

Arizona Department of Commerce - Small Business Services
Arizona Entrepreneur’s Edge is a publication that shows a detailed step-by-step process to start your business.
- Google Search Terms: Arizona Entrepreneur’s Edge
  Phone: 602.771.1196

Arizona Small Business Development Center
Free business plan counseling
- Google Search Terms: azsbdc free business counseling
  Phone: 602.771.1196

Service Corps of Retired Executives (SCORE)
Business plan templates and free business counseling
- Google Search Terms: score business plan
  Phone: 602.745.7200

Small Business Association (SBA)
In addition to being a step-by-step guide to designing a business plan, this resource gives tips on specializing your business and what lenders want to see.
- Google Search Terms: SBA, write business plan
- Google Search Terms: SBA, choose a structure
  Phone: 602.745.7200

Naming & Registering your Business

Arizona Secretary of State
- Google Search Terms: azsos tnt
  Phone: 602.542.6187
Financing Your Business :: Funding Options

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

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

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

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

In all cases seek whatever help necessary in understanding the terms of these agreements.
Financing Your Business :: Loans

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

Capacity - The ability of a borrower to repay the loan shown by historic cash flow (financial statements etc.) and prospective cash flow (business projections).
Collateral - This is the security pledged for the repayment of the loan.
Credit - Credit shows your historic tendency towards repaying loans and managing borrowed capital. Both your and your company’s credit will be examined.
Character - The most intangible of the criterion because it involves impression, perception and reputation.
Conditions - This involves the terms of the loan, meaning interest rate, duration of loan, etc. These are all established by the lending institution.

Materials Needed when Applying for Loans

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

Source: Arizona Entrepreneur’s Edge
Note: This is not meant to be an exhaustive list; each lender will have specific requirements
## Financing Your Business :: Loans

### Loan Assistance & Guarantees

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* SBA provides loan guarantees through SBA-qualified lenders.
Minority Business Certification Programs

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

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

SBA Loan Programs

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

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

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

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

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

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

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

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

Technology Grants
Financing Your Business :: Grants & Credits

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

State Technology Grants

Market Assessment Grant*  
Small companies receive help determining the market potential of a technology product under development.

Technology Assessment Grant*  
Small technology companies receive assistance getting their product validated and reviewed.

Research & Development Tax Credit*  
Individual income tax credit for qualified research conducted in the tax year.

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

Other Grants & Credits

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

Arizona Job Training Grant*  
Companies can receive monies, $2,000 to $8,000 per employee, as reimbursement for training.

Commerce & Economic Development Commission (CEDC) Loans/Grants*  
Companies can receive monies to fund projects in areas of interest.

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

*See Appendix for further information
Financing Your Business :: Further Resources

Loan Help & Financing

**Arizona Minority Business Enterprise Center**
255 E Osborn Rd
Suite 202
Phoenix, AZ 85012
Phone: 602.248.0007
Fax: 602.279.8900
Web: www.azmbec.com

**Business Development Finance Corporation**
3300 N. Central Ave
Suite 600
Phoenix, AZ 85012
Phone: 602.381.6292
Toll Free: 800.264.3377
Fax: 602.381.8012
Web: www.bdfc.com

**CDC Small Business Finance**
2910 E Camelback Rd
Suite 185
Phoenix, AZ 85016
Toll Free: 800.611.5170
Toll Free: 800.817.4505
Fax: 602.393.2682
Web: www.cdcloans.com

**Arizona Small Business Development Center**
2411 W 14th St
Suite 114
Tempe, AZ 85248
Phone: 480.731.8721
Fax: 480.731.8729
Web: www.azsbdc.net

**The National Center for American Indian Enterprise Development**
National Headquarters
953 E Juanita Ave
Mesa, AZ 85204
Phone: 480.545.1298
Fax: 480.545.4208
Web: www.ncaied.org

**The Neighborhood Economic Development Corporation (NEDCO)**
12 N Center
Mesa, AZ 85201
Phone: 480.969.1093
Fax: 480.275.2849
Web: www.nedco-mesa.org

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Services Key

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2009 Small Business Guide
Financing Your Business :: Further Resources

Prestamos - A Division of Chicanos Por La Causa, Inc.
1122 E Buckeye Rd  Phone: 602.257.6777
Suite B-4  Fax: 602.307.0336
Phoenix, AZ 85034  Web: www.prestamosloanfund.org

Service Corps of Retired Executives (SCORE)
1201 S Alma School Rd  Phone: 480.833.9020
RM #4800  E-mail: eastvalley@scorephoenix.org
Mesa, AZ 85210  Web: www.evaz.scorechapter.org

Small Business Administration (SBA)
2828 N Central Ave  Phone: 602.745.7200
Suite 800  Fax: 602.745.7210
Phoenix, AZ 85004  Web: www.sba.gov/az/

Grants & Credits Information

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

Arizona Department of Commerce - Office of Innovation & Technology
The Office of Innovation & Technology supports the development of business.
Google Search Terms: commerce office innovation technology
Phone: 602.771.1215
E-mail: jaymiek@azcommerce.com

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

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2009 Small Business Guide
Establishing Your Location :: Location Type

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

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

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

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

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

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

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

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

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

*Please note that this chart is meant as a general illustration of what one might expect, please consult city staff for an official explanation of your specific process.
Certificate of Occupancy
A Certificate of Occupancy (C of O) is given to a company when appropriate inspections have been done to determine that if the building meets code and that current zoning matches the use of the business going into that location. Every business needs to get a Certificate of Occupancy before they may open for business.

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

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

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

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

Zoning & Development Review Information

**Chandler Economic Development Division**

Office Location:  
215 E. Buffalo St.  
Suite 105  
Chandler, AZ 85225  
Phone: 480.782.3030  
Fax: 480.782.3040  
Web: www.chandleraz.gov/ed

**City of Chandler - Current Planning Division**

Office Location:  
215 E. Buffalo St.  
Suite 103  
Chandler, AZ 85225  
Phone: 480.782.3051  
Fax: 480.782.3075  
Web: www.chandleraz.gov

**Permitting Information**

**City of Chandler - Permit Counter**

Office Location:  
215 E. Buffalo St.  
Lobby  
Chandler, AZ 85225  
Phone: 480.782.3000  
Fax: 480.782.3055

**Inspections**

**City of Chandler - Building Inspections**

Office Location:  
215 E. Buffalo St.  
Basement  
Chandler, AZ 85225  
Phone: 480.782.3101  
Fax: 480.782.3009

**Fire & Police**

**City of Chandler - Fire Department**

Office Location:  
221 E Boston St  
Chandler, AZ 85225  
Phone: 480.782.2121  
Web: www.chandlerfire.org

**City of Chandler - Police Department**

Office Location:  
250 E Chicago St  
Chandler, AZ 85225  
Phone: 480.782.4520  
Web: www.chandlerpd.com
Utilities

City of Chandler Water & Sewer
975 Armstrong Way
Chandler, AZ 85225
Phone: 480.782.3700

City of Chandler Trash & Recycling
955 E Queen Creek Rd
Chandler, AZ 85225
Phone: 480.782.3510

Electric

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

Arizona Public Service
(Downtown area only)
Phone: 602.371.6767
Toll Free: 800.253.9407
Website: www.aps.com

Natural Gas

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

Telecommunications (Internet & Phones)

Qwest Small Business
Toll Free: 800.603.6000
Website: www.qwest.com

Cox Communications
Phone: 623.322.2000
Toll Free: 866.456.9944
Website: www.cox.com
Chandler Tax & Licensing Services

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

Chandler Business License

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

Liquor License

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

The process for approval includes posting a notice at the proposed business location for a period of 20 days and zoning approval. The application is then presented to the City Council for consideration. A Use Permit through the Planning and Development Department may be required, which can take as many as 60 days. Therefore applying for a Use Permit before Liquor License is recommended. The City of Chandler has 60 days after the filing date with the Department of Liquor to recommend approval or denial of the application. The State Liquor Board receives the City’s decision and either approves or denies the application.
Transaction Privilege (Sales) Tax
The City of Chandler imposes a tax rate of 1.5%, 1.8%, 2.75%, and 2.9% privilege tax on the gross business income of certain types of business activity (less allowable deductions). This tax is more commonly known as the sales tax paid by customers when purchasing products and services. Businesses are required to collect this tax and periodically distribute proceeds to the City. The tax rate Chandler collects is currently the lowest in the Phoenix Metro area.

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

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

Transient Occupancy Tax
Additional tax on transient lodging. Hotels and similar businesses who offer lodging for less than thirty (30) consecutive days must collect the 1.5% real property rental tax, an an additional transient lodging tax of 2.9%. Therefore, the total tax on transient lodging equals 4.4%.
Restaurant & Bar Tax
The tax rate for restaurants and bars is 1.8%. The tax is applicable to preparing and serving food or beverages for on or off-premise consumption, including cover charges. Caterers are taxed according to their location, not the catering site. Delivery, set-up and clean-up fees separately charged and maintained are exempt from catering income. Sales to nonprofit hospitals and public school cafeterias are exempt.

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

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

NOTE: This information is meant to be a guideline only. For complete details, refer to the City of Chandler Tax Code and related regulations. In case of inconsistency or omission in this publication, the language of the tax code will prevail. For more information contact the City of Chandler Licensing & Tax Division at 480.782.2280.
Arizona Tax & Licensing Services
The Phoenix Metropolitan Area is consistently chosen as one of the top places in the country to start and grow a business. The State of Arizona encourages the development of successful businesses by maintaining a favorable tax system. The state agency that administers the tax system is the Arizona Department of Revenue.

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

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

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

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

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

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

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

Maricopa County Air Quality Department Business Resource Center (BRC)
This program is directed by the Maricopa County Environmental Services Department and assists small businesses that are or will be subject to the requirements of the 1990 Federal Clean Air Act Amendment. This free program uses education and technical assistance to help small businesses comply with environmental regulations while promoting health, safety and environmental benefits. In addition, the program assists small businesses through the environmental permit process, pollution prevention strategies and solutions and site evaluations.
Maricopa County Environmental Services Department
The Environmental Services Department is responsible for the health and safety of the community by preventing and removing environmental risks. The Department’s Environmental Health Specialists help to improve air quality, ensure that food in eating establishments is free of contamination and ensure that water supplies throughout the county are safe to drink.

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

Chandler Municipal Utilities Department - Environmental Resources
City of Chandler staff is available to offer guidance and compliance support to businesses locating in Chandler. Education programs are also available through this department.

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

**Chandler Tax & License Division**

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

**Arizona Department of Liquor Licenses & Control**

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

**Arizona Department of Revenue**

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

**Internal Revenue Service - Taxpayer Education & Communication**

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

Environmental Information

**Environmental Protection Agency**

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

**Arizona Department of Environmental Quality**

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

**Maricopa County Environmental Services Department**

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

2009 Small Business Guide
Maricopa County Air Quality Department Business Resource Center (BRC)
1001 N Central Ave
Suite #400
Phoenix, AZ 85004
Phone: 602.506.5102
Fax: 602.372.0997
Google Search Terms: maricopa air quality business

Maricopa County Environmental Health Division
1001 N Central Ave
Suite #300
Phoenix, AZ 85004
Phone: 602.506.6980
Fax: 602.506.6862
Web: www.maricopa.gov/envsvc/envhealth

Chandler Municipal Utilities Department - Environmental Resources
975 E Armstrong Way
Building L
Chandler, AZ 85248
Phone: 480.782.3582
Fax: 480.782.3805
Web: www.chandleraz.gov

City of Chandler - Fire Department
221 E Boston St
Chandler, AZ 85225
Phone: 480.782.2121
Fax: 480.782.2125
Web: www.chandlerfire.org

Trade Information

Better Business Bureau of Central/Northern Arizona
4428 N 12th St
Phoenix, AZ 85014
Phone: 602.264.1721
Toll Free: 877.291.6222
Fax: 602.263.0997
Web: www.central-northern-western-arizona.bbb.org

Grand Canyon Minority Supplier Development Council (GCMSDC)
340 E Palm Lane
Suite A-100
Phoenix, AZ 85004
Phone: 602.495.9950
Fax: 602.495.9943
Web: www.gcmsdc.org

Bid Source (Maricopa County)
201 N Central Ave
Suite 2700
Phoenix, AZ 85072
Phone: 602.495.6467
Fax: 602.495.8913
Web: www.bidsource.com
The Arizona Department of Labor* is responsible for administering the state’s laws relating to labor. These statutes include the payment of wages, employment practices, child labor and the licensing of some agencies.

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

The following is a list of required postings:

### Federal Notices

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

### Arizona Notices

**Equal Opportunity Employment Commission**
- Arizona Minimum Wage
- Constructive Discharge
- Employment Discrimination
- Unemployment Insurance
- Workers Compensation

**ADOSH - Arizona Occupational Safety & Health Administration**
- ADOSH - State
- Workplace Exposure to Bodily Fluids
- Hazmat (hazardous materials)
- Information & Emergency Data

*See Further Resources for contact information*
Labor Regulations

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

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

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

Legislation

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

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

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

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

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

**Arizona Workers’ Compensation Insurance**
Public and private employers must carry workers’ compensation insurance if they employ “regularly employed workers”. Regularly employed includes all employment whether continuous throughout the year or for only a portion of the year. The purpose of workers’ compensation insurance is to provide medical benefits and/or compensation to a covered employee who is injured by an accident arising out of and in the course of their employment. The insurance must be covered at the employer’s expense. Companies may choose to insure their employees in one of three ways:

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

**Defining Employee/Independent Contractor Status**
An employer is responsible for withholding and remitting state and federal income taxes, Social Security and Medicare taxes, paying unemployment and workers’ compensation insurance and the employer’s matching Social Security and Medicare tax.

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

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

*See Further Resources for contact information
Labor Regulations :: Further Resources

Labor Information

**Arizona Department of Labor**
800 W Washington St  
Phoenix, AZ 85007  
Phone: 602.542.4515  
Web: www.ica.state.az.us/Divisions/labor

**US Department of Labor - Employment Standards Administration**

**Wage & Hour Division**
230 N First Ave  
Suite 402  
Phoenix, AZ 85003  
Phone: 202.693.5000  
Toll Free: 800.4.USA.DOL  
Web: www.dol.gov/esa

**Arizona Industrial Commission - Division of Occupational Safety & Health**
800 W Washington St  
Phoenix, AZ 85007  
Phone: 602.542.5795  
Web: www.ica.state.az.us/Divisions/osha

**US Equal Employment Opportunity Commission**
3300 N Central Ave  
Suite 690  
Phoenix, AZ 85007  
Toll Free: 800.699.4000  
Fax: 602.640.5071  
Web: www.usdoj.gov/crt/osc/

**Office of Special Counsel for Immigration-Related Unfair Employment Practices**
950 Pennsylvania Ave  
Washington, DC 20530  
Toll Free: 800.255.8155  
Web: www.usdoj.gov/crt/osc/

**State Compensation Fund**
3030 N 3rd St  
Phoenix, AZ 85012  
Phone: 602.631.2600  
Toll Free: 800.231.4453  
Fax: 602.631.2065  
Web: www.statefund.com

**Arizona Industrial Commission - Special Fund**
800 W Washington St  
Phoenix, AZ 85007  
Phone: 602.542.3294  
Fax: 602.542.3104  
Web: www.ica.state.az.us/divisions/specialfund

**Arizona Employers’ Council, Inc.**
18777 N 32nd St  
Suite 90  
Phoenix, AZ 85050  
Phone: 602.955.7558  
Fax: 602.955.4545  
Web: www.azeci.com
# Appendix :: State Financial Incentives Table

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<th>Incentives</th>
<th>Important Dates</th>
<th>Program Requirements</th>
<th>Additional Information</th>
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<td>Arizona Job Training Capital Investment Tax Credit</td>
<td>A company with at least one business location in Arizona is eligible for tax credits.</td>
<td>Tax credits based on the amount of the project and not to exceed $50,000 per qualified job location.</td>
<td>Applications are due October 15 of each year.</td>
<td>A qualified small business must employ at least one full-time employee on the date of the application.</td>
<td>Tax credits are allowed over the life of the program. Maximum tax credits may be carried forward for 15 years.</td>
</tr>
<tr>
<td>AZFAST Program Grant</td>
<td>A company with at least two Arizona residents on the payroll of the applicant employer.</td>
<td>Up to $250,000 in grant funding for eligible startups.</td>
<td>Competitive rates awarded in response to a Request for Applications</td>
<td>The company must operate in the technology sector and have been in operation for less than three years.</td>
<td>Competitive rates are awarded in response to a Request for Applications.</td>
</tr>
<tr>
<td>Commerical and Economic Development (CEDA) Business Grant</td>
<td>A company with at least two Arizona residents on the payroll of the applicant employer.</td>
<td>Up to $250,000 in grant funding for eligible startups.</td>
<td>Competitive rates awarded in response to a Request for Applications</td>
<td>The company must operate in the technology sector and have been in operation for less than three years.</td>
<td>Competitive rates are awarded in response to a Request for Applications.</td>
</tr>
<tr>
<td>Enterprise Zone Property Tax Abatement</td>
<td>A company with at least two Arizona residents on the payroll of the applicant employer.</td>
<td>Up to $250,000 in grant funding for eligible startups.</td>
<td>Competitive rates awarded in response to a Request for Applications</td>
<td>The company must operate in the technology sector and have been in operation for less than three years.</td>
<td>Competitive rates are awarded in response to a Request for Applications.</td>
</tr>
</tbody>
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Source: Arizona Entrepreneur's Edge
## State Financial Incentives Table Continued

### Program: Enterprise Zone (EZ)
- **Applicant (who should apply):** For-profit non-retail businesses and insurers located in an Enterprise Zone
- **Incentives:** Up to $3,000 in tax credits over three years for each net new quality job created as follows:
  - 1st year: up to $500
  - 2nd year: up to $1,000
  - 3rd year: up to $1,500
- **Important Dates:** Five year carry-forward period for unused tax credits
- **Program Requirements:** Tax credits must be reported by the earlier of:
  - 6 months after the company’s tax year end, or
  - Before filing tax returns with the Arizona Department of Revenue
- **Additional Information:** Jobs requirements:
  - Work must be conducted primarily (more than 50%) at the zone location
  - Jobs must be new, full-time and permanent
  - Jobs must pay above the “Wage Offer by County”
  - Employer must offer to pay at least 50% of employee health insurance costs
  - No more than 10% retail activity at the zone location
  - 35% of credit earning employees must live in a zone in the same county as the business on date of hire
  - Eligible employees must be employed at least 90 days in the first tax year
  - Maximum first year jobs in any tax year is 200
  - EZ, HF and MKZ credits may not be claimed for the same employees

### Program: Tax Credit
- **Applicant (who should apply):** Small technology companies interested in having market potential conducted for one of their technology development
- **Incentives:** Applicants may select from a list of services available:
  - Competitive grants are available in response to solicitations up to 4 times a year.
- **Important Dates:** Arizona Form 308 must be submitted with Arizona Income Tax return
- **Program Requirements:** Businesses that apply must:
  - Operate in AZ
  - Employ less than 100 employees
  - Have less than $4 million in revenue
  - Focus on target technologies
- **Additional Information:** Target technology areas are: Advanced Manufacturing, Advanced Materials, Aerospace, Biotech, Electronics, Environmental Sciences, Information Technology, Life Sciences, Nanotechnology, Optics, Telecommunications, Sustainable Systems

### Program: Market Assessment Grant
- **Applicant (who should apply):** Companies conducting qualified research in Arizona including research conducted at a state university and funded by the company.
- **Incentives:** ARS §§ 43-1074.01 provides a non-refundable individual income tax credit for increased research activities in a taxable year.
- **Important Dates:** Arizona Form 308 must be submitted with Arizona Income Tax return
- **Program Requirements:** The credit is structured as follows:
  - If the allowable expenses do not exceed $2,500,000, the allowable credit is 20% of this amount.
  - If the allowable expenses exceed $2,500,000, the allowable credit amount is $500,000 plus 11% of the amount of expenses over $2,500,000, subject to certain limitations.
- **Additional Information:** Qualified research, for purposes of the Arizona tax credit, means qualified research, as defined in IRC § 41, that is conducted in Arizona.
  - The amount of the credit is based on the federal regular credit computation method for Arizona qualified research expenses and Arizona basic research payments.
  - The amount of the credit is based on the federal regular credit computation method for Arizona qualified research expenses and Arizona basic research payments.

### Program: Research & Development Tax Credit
- **Applicant (who should apply):** Taxpayers who manufacture, install or finance the solar energy devices
- **Incentives:** Income tax credit:
  - Up to $25,000 per location in one tax year
  - Up to $50,000 per taxpayer per year
- **Important Dates:** Applications for initial certification as well as completion reports are accepted year-round.
- **Program Requirements:** Businesses must apply to Commerce for initial certification and upon completion.
- **Additional Information:** Commerce may certify up to $1 million in credits in any calendar year.
  - Tax credits may equal up to 10% of the cost of solar devices, not to exceed program maximums
  - Five year carry-forward period for unused tax credits

### Program: Commercial & Industrial Solar Tax Credit (Solar)
- **Applicant (who should apply):** Small technology companies interested in having their technology reviewed and validated
- **Incentives:** Competitive grants are available in response to solicitations up to 4 times a year.
- **Important Dates:** Businesses that apply must:
  - Operate in AZ
  - Employ less than 100 employees
  - Have less than $4 million in revenue
  - Focus on target technologies
- **Program Requirements:** Target technology areas are: Advanced Manufacturing, Advanced Materials, Aerospace, Biotech, Electronics, Environmental Sciences, Information Technology, Life Sciences, Nanotechnology, Optics, Telecommunications, Sustainable Systems

Source: Arizona Entrepreneur’s Edge
## Appendix :: Glossary of Terms

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

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