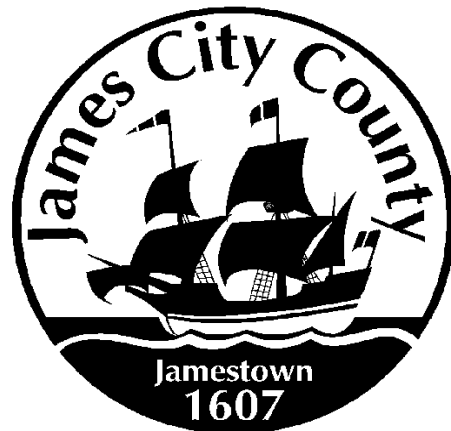


# STARTING

# A

# BUSINESS



James City County  
Development Management  
and The Office of Economic Development  
Sanford B. Wanner, Administrator

# Starting a Business Guide

Prepared by:

James City County  
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This booklet serves as a starting point and reference guide to begin your business. It is not intended to answer all questions but is meant to get you started in the right direction. Development Management and Economic Development encourage those individuals interested in starting a business to seek both legal and financial advice from professionals. The most common permits, licenses, and taxes required by federal, state, and county government are described within this publication. If you need more comprehensive or detailed information, those contacts listed in this publication can give you additional assistance.

Note: This guide is available on our web site [www.jccEgov.com](http://www.jccEgov.com) under Open for Business; Business Guide.

## STRUCTURING YOUR BUSINESS

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Listed below are some common forms of business structure. Individuals should select a structure that best fits their needs. Legal and tax considerations enter into this decision.

A ***Sole Proprietorship*** is a business owned by an individual who is responsible for all aspects of the business. Under a sole proprietorship the owner is liable for the debts of the business.

A ***Partnership*** is owned by two or more individuals. Each partner is jointly and severally liable for the debts of the partnership and business conduct of each partner. Formal partnership agreement is recommended. It is required if all parties are not equal partners.

A ***Limited Partnership*** is similar to a partnership, but some partners have limited liability. The business is operated by a general partner who is liable for all debt. The general partner can be an individual or other business such as a corporation. The limited partner is liable only for the amount the partner has agreed to invest. Formal written partnership agreement is required.

A ***Corporation*** is a legal entity formed for the purpose of engaging in business activities for the profit of the shareholders. A corporation functions as a person pursuant to Virginia law; therefore a corporation may own property, sue or be sued and enter into other agreements like an individual. S-Corporations and C-Corporations have greatly differing tax structures.

A ***Limited Liability Company*** is an entity with both members and managers as specified in the Articles of Organization. An L.L.C. offers the advantages of limited personal liability and in some cases, taxing benefits similar to a partnership. Legal and accounting counsel is highly recommended in order to establish your company to meet the specific requirements to qualify for the special taxing benefits.

All have advantages and disadvantages. It is advisable to consult an attorney or a certified public accountant to assure that the form of organization you choose will best meet your needs.

If you decide to incorporate, create a limited liability company, or create a limited partnership, it is handled through the State Corporation Commission.

<p>For more information on business organization, contact the <b>State Corporation Commission</b>, Clerk's Office, Tyler Building, 1300 E. Main Street, P.O. Box 1197, Richmond, VA, 23218, (804) 371-9967 or on the Internet: <a href="http://www.state.va.us/scc">www.state.va.us/scc</a></p>
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## FEDERAL REQUIREMENTS

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### Identification Number

Businesses must have a taxpayer identification number so the Internal Revenue Service can process tax returns. These identification numbers are your *Social Security Number (SSN)* and/or your *Employer Identification Number (EIN)*.

*When do you need an Employer Identification Number?*

Proprietorships - An Employer Identification Number is needed if: 1) you have one or more employees, or 2) you file pension or excise tax returns (Source - IRS Pub. 334 - Tax Guide for Small Business).

Corporations, Partnerships and Limited Liability Companies by their nature will have EIN's assigned by the IRS upon registration.

For more information on Employer Identification Numbers, contact the **Internal Revenue Service**, Hampton Office, Plaza East II, Suite 105, 2017 Cunningham Drive, Hampton, VA, 23666, (800) 829-1040 or on the Internet: [www.irs.gov](http://www.irs.gov)

### Business Taxes

All businesses are affected to some degree by local, state and federal tax laws. Business activities that operate for a profit may produce a tax liability, whether the enterprise is a sole proprietorship, a partnership, a corporation, or a limited liability company. The assistance of an accountant may be advisable in determining which taxes your business will be responsible for paying.

For more information on business taxes, contact the **Internal Revenue Service**, Hampton Office, Plaza East II, Suite 105, 2017 Cunningham Drive, Hampton, VA, 23666, (800) 829-1040 or on the Internet: [www.irs.gov](http://www.irs.gov)



## STATE REQUIREMENTS

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### Unemployment Compensation and Worker's Compensation

Businesses with employees may be required to pay *State Unemployment Compensation Taxes*.

For more information on unemployment compensation, contact the **Virginia Employment Commission**, Williamsburg Crossing Shopping Center, 5235 John Tyler Highway, Williamsburg, VA, 23185, (757) 253-4738 or on the Internet: [www.vec.state.va.us](http://www.vec.state.va.us)

Private employers with three or more employees must carry *Workers' Compensation* insurance. Workers' Compensation insurance is obtained from private insurance agents with premiums regulated by law.

For more information on workers' compensation, contact the **Workers' Compensation Commission**, 1000 DMV Drive, Richmond, VA, 23220, (804) 367-8600 or on the Internet: [www.vwc.state.va.us](http://www.vwc.state.va.us)

### State Sales Tax, Withholding Tax, Corporate Income Tax and Other Non-Property Taxes

For businesses that are required to collect sales tax, the Virginia Department of Taxation issues a Certificate of Registration which allows you to collect and remit sales tax to the state.

Every corporation organized under the laws of Virginia, or having income from Virginia sources must file a *corporation income tax* return with the Virginia Department of Taxation.

State regulations also require registration with the Virginia Department of Taxation by businesses subject to litter tax, consumer use tax, and tire tax, as are those required to withhold income tax from employees or to collect sales tax. In addition to the above named taxes, there are others that pertain to specific products. Consult licensed professionals or the Virginia Department of Taxation for more information.

For more information on taxes, contact the **Virginia Department of Taxation**, Registration Unit, P.O. Box 1114, Richmond, VA, 23218, (804) 367-8037 or on the Internet: [www.tax.state.va.us](http://www.tax.state.va.us)

### State Occupational Permits and Licenses

Certain businesses are regulated by the Commonwealth of Virginia. In general, businesses regulated by licensing or permitting requirements are involved in areas relating to public health or safety such as engineering, architecture, health professions, environmental hazards, building codes, and financial services such as CPA's, real estate agents, surveyors and employment agencies.

To find out if the business you intend to start is subject to licensing by the Commonwealth of Virginia, contact the **Virginia Department of Professional and Occupational Regulation**, 3600 W. Broad Street, Richmond, VA, 23230, (804) 367-8500 or on the Internet: [www.dpor.state.va.us](http://www.dpor.state.va.us)

### State Contractors Licenses

Persons, firms, or corporations engaging in the construction of new structures or new additions to existing structures, or those involved in remodeling, repair or demolition of existing structures are **required** to be licensed in the Commonwealth of Virginia, as well as having licensure in James City County. This requirement is applicable to (but not limited to) **building contractors, residential contractors, and subcontractors (electrical, plumbing, mechanical, masonry, etc)**. Fees for licenses vary according to the type of license issued.

For more information on state contractors licenses, contact the **Virginia Board of Contractors, Department of Professional and Occupational Regulation**, 3600 W. Broad Street, Richmond, VA, 23230, (804) 367-8500 or on the Internet: [www.dpor.state.va.us](http://www.dpor.state.va.us)

## Food Manufacture and Wholesale Food Distributors

All businesses which engage in the manufacture or distribution of foods, beverages, and/or additives of any type (whether on a seasonal basis or not) are required to be registered with the Commonwealth of Virginia Department of Health. Should you intend to engage in a food-related business of this type, please contact the Commonwealth of Virginia Health Department. The agency will supply you with an informative packet containing food related business information and regulatory requirements. These businesses may also be required to obtain a permit from the Virginia Department of Commerce.

For more information on manufacture or distribution of foods, etc., contact the **James City County Office of the Virginia Health Department**, 1126 Professional Drive, Williamsburg, VA, 23185, (757) 253-4740, Fax (757) 253-4285 or on the Internet: [www.vdh.state.va.us](http://www.vdh.state.va.us)

or

For more information on manufacture or distribution of foods, etc., contact the **Virginia Department of Commerce and Trade**, Ninth Street Office Building, Room 723, 202 N. Ninth Street, P.O. Box 1475, Richmond, VA, 23219, (804) 786-7831, Fax (804) 371-0250 or on the Internet: [www.commerce.state.va.us](http://www.commerce.state.va.us)

## Liquor License

All businesses which sell alcoholic beverages are required to obtain a liquor license, both locally and from the state.

For more information on liquor licenses, contact the **Virginia Department of Alcoholic Beverage Control**, 2901 Hermitage Road, P.O. Box 27491, Richmond, VA, 23261, (804) 213-4400 or on the Internet: [www.abc.state.va.us](http://www.abc.state.va.us)



## COUNTY REQUIREMENTS

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### Business Licenses And Taxes

James City County requires that all businesses operating within James City County register with the Commissioner of the Revenue for local taxation purposes.

*Business Professional and Occupational License (BPOL)* tax is assessed on non-manufacturing businesses according to the gross receipts from operation at a rate determined by the type of business being conducted. Licenses must be obtained by March 1 of the tax year or within ten (10) days of beginning business, whichever is later.

*Business Tangible Personal Property* is assessed upon the furniture, fixtures and equipment used by a business. Returns are due no later than May 1 of the tax year.

*Other Local Taxes* administered by the Commissioner of the Revenue include transient occupancy tax, prepared food and beverage tax, machinery and tool tax, and certain franchise taxes.

For more information on licenses and taxes, contact the **James City County Commissioner of the Revenue**, 101-B Mounts Bay Road, Williamsburg, VA, 23185, (757) 253-6698, Fax (757) 253-6733 or on the Internet: [www.jccEgov.com](http://www.jccEgov.com)

### Assumed Names, Trade Names And DBA's

Any business operating under an assumed name, trade name, or Doing Business As (DBA) which does not incorporate the true legal name of the entity conducting business must register that name with the local Clerk of the Circuit Court. No business license can be issued, or registrations for other local taxes accepted by the Commissioner of the Revenue, without documentation that this filing has been made.

For more information on assumed names, trade names and DBA's, contact the **James City County Commissioner of the Revenue**, 101-B Mounts Bay Road, Williamsburg, VA, 23185, (757) 253-6698, Fax (757) 253-6733 or on the Internet: [www.jccEgov.com](http://www.jccEgov.com) or the **Clerk of the Circuit Court**, 5201 Monticello Avenue, Suite 6, Williamsburg, VA, 23188, (757) 564-2242.

### Planning And Zoning

Development Management has a detailed guide of the planning and building process. It is suggested that you obtain a copy of the "Development Procedures Manual" to assist you in this area of starting your own business. Please contact Development Management at (757) 253-6671 to obtain a copy of this manual.

It is very important to check with the Planning & Zoning Division to ensure that the proposed property for your business is properly zoned. It may be necessary to obtain a Special Use Permit or rezone the property to accommodate the proposed use. Both of these actions require Board of Supervisors' approval.

For information on zoning requirements, contact the **James City County Planning & Zoning Division**, 101-E Mounts Bay Road, Williamsburg, VA, 23185, (757) 253-6685, Fax (757) 253-6850 or on the Internet: [www.jccEgov.com](http://www.jccEgov.com)

If you are planning to build a new structure, build an addition, rehabilitate/convert an existing structure, or make changes to the property (add parking, reconfigure access to the property, etc.), you will need to file a site plan and a Site Plan Application with the Planning Division. It is recommended that you meet with a Planner from the Planning Division to discuss the project before submitting a formal application.

The site plan will be reviewed by all appropriate review agencies (Virginia Department of Transportation, Environmental Division, James City Service Authority, etc.). Once all comments have been addressed, final approval will be issued. It is recommended that you consult with a professional engineer, surveyor, or architect to assist you in the site planning process.

For information on site plans and applications, contact the **James City County Planning & Zoning Division**, 101-E Mounts Bay Road, Williamsburg, VA, 23185, (757) 253-6685, Fax (757) 253-6850 or on the Internet: [www.jccEgov.com](http://www.jccEgov.com)

## Building Permits

Once you have confirmation that your property is properly zoned for your business and you have an approved site plan, obtaining the proper building permits is the next step. The following section provides answers to many commonly asked questions about building permits.

*When is a building permit required?*

A permit is required by the Virginia Uniform Statewide Building Code for almost all repairs, alterations, and new work for buildings, and electrical, plumbing/mechanical (heating & air) work. There are a few limited exceptions.

*If the electricity and gas have been turned off to a vacant business location, what is necessary to restore it?*

An application for service with the appropriate utility may be all that is necessary. However, if the electric and/or gas has been off more than 60 days, it is necessary to obtain a “reconnect” permit from Code Compliance. Once this permit has been obtained, an inspection will be required to determine if the facility is safe and if service can be restored.

*How long does it take to get a permit?*

Simple permits such as reconnect permits may be issued during one visit to the Code Compliance office. Permits for large, complex structures may take three weeks for initial review.

*Who can apply for a permit?*

An owner, tenant, or licensed contractor can legally apply for a permit in Virginia. It is against State Regulations for an owner or tenant to obtain a permit and then hire an unlicensed contractor to do the work.

*What is required if a business wants to add on to an existing building or build a new building?*

Site plan approval and building permit approval are required. The site plan process takes longer. The site plan must be approved prior to the issuance of the building permit, but the building permit application can be reviewed simultaneously with the site plan review.

For information on building permits and review requirements, contact the **James City County Code Compliance Division**, 101-E Mounts Bay Road, Williamsburg, VA, 23185, (757) 253-6626, Fax (757) 259-4038 or by e-mail: [codecomp@james-city.va.us](mailto:codecomp@james-city.va.us)

For information on site plan review and requirements, contact the **James City County Planning & Zoning Division**, 101-E Mounts Bay Road, Williamsburg, VA, 23185, (757) 253-6685, Fax (757) 253-6850 or on the Internet: [www.jccEgov.com](http://www.jccEgov.com)

*If I want to erect a sign, what are the requirements?*

A building permit is not required to erect a free standing sign. However, signs that are not free standing may require a building permit as well as a sign permit. There are restrictions on the size and placement of the signs.

For information on sign requirements, contact the **James City County Planning & Zoning Division**, 101-E Mounts Bay Road, Williamsburg, VA, 23185, (757) 253-6685, Fax (757) 253-6850 or on the Internet: [www.jccEgov.com](http://www.jccEgov.com)

### Fire Code

James City County has adopted for local enforcement the Virginia Statewide Fire Prevention Code. The James City County Fire Department conducts inspections of businesses in the County for compliance to the code on an annual basis.

To ensure that your business complies with these codes, contact the **James City County Fire Administration**, 5077 John Tyler Highway, Williamsburg, VA, 23185, (757) 220-0626, Fax (757) 220-9125 or on the Internet: [www.jccEgov.com](http://www.jccEgov.com)

### The Local Office of the Virginia Health Department

*Do you plan to operate a food service establishment?*

Several types of businesses, including all of those engaged in food handling, are required to obtain approval from the local office of the Virginia Health Department and to have periodic inspections of their facilities in order to assure safe and sanitary operations within James City County. Permits are issued for restaurants, day care kitchens, school kitchens, catering operations, mobile food units, temporary food service events, and almost anytime food is prepared for, or served to, the public. Any alterations, change of ownership, or new construction *will* require inspection and approval by the local office of the Virginia Health Department. All facilities are required to meet the code of the “Rules and Regulations of the Board of Health, Commonwealth of Virginia, Governing Restaurants.”

*Are you planning on building a new food service establishment, food market, or renovating a facility that was not previously a restaurant?*

Contact the Williamsburg Area Environmental Health Office (757-253-4813) regarding your plans so that an Environmental Health Specialist may advise you of the requirements and prevent any unnecessary delays in processing your application to operate a food service establishment. Plans and specifications for the construction, remodeling, or renovation *are* required. There is currently no charge for the application or food service permit.

For more information on possible health department questions, contact the **Williamsburg Area Environmental Health Office**, 1126 Professional Drive, Williamsburg, VA, 23185, (757) 253-4813, Fax (757) 253-4285 or on the Internet: [www.vdh.state.va.us](http://www.vdh.state.va.us) or [www.jccEgov.com](http://www.jccEgov.com)

### Home Occupation

*Are you starting a home-based business?*

Business activity within the home is limited. Always verify either in writing or in person with the Planning & Zoning Division that your business may be operated in a residential area without violating

zoning laws. A business license cannot be obtained without a completed Home Occupation Registration when required.

To verify the zoning of the property you plan to use or for questions concerning zoning of a home-based business, contact the **James City County Planning & Zoning Division**, 101-E Mounts Bay Road, Williamsburg, VA, 23185, (757) 253-6685, Fax (757) 253-6850 or on the Internet: [www.jccEgov.com](http://www.jccEgov.com)

*If I would like to erect a sign for my home occupation - what are the limitations?*

A sign for a home business is not required; however, if you desire to have a sign then you may have one sign, **not to exceed four (4) square feet in size**. Such sign must be attached to the dwelling and **shall not be illuminated**.

For information on sign requirements, contact the **James City County Planning & Zoning Division**, 101-E Mounts Bay Road, Williamsburg, VA, 23185, (757) 253-6685, Fax (757) 253-6850 or on the Internet: [www.jccEgov.com](http://www.jccEgov.com)

*What kind of business may I have in my home?*

The James City County Code for a home occupation requires that the occupation or activity be conducted entirely within the dwelling, i.e. not in the yard, garage, etc., and that no more than twenty-five percent (25%) of the first floor area is used throughout the structure for such activity.

In addition, the business cannot cause traffic to be generated in greater volumes than normal and cannot create noise, odor, smoke, dust or glare that may be detrimental to people residing in the home or on the adjacent properties.

*Can I hire people to work for me?*

The only people that may work out of a particular home are those that live in the home.

*Is there anything else I should know before I start a Home Occupation?*

Prior to starting any home occupation, contact the Commissioner of the Revenue's Office to register your business.

To verify any licensing requirements of a home-based business, contact the **James City County Commissioner of the Revenue**, 101-B Mounts Bay Road, Williamsburg, VA, 23185, (757) 253-6695, Fax (757) 253-6733 or on the Internet: [www.jccEgov.com](http://www.jccEgov.com)

## SMALL AND NEW BUSINESS ASSISTANCE RESOURCES

### **BUSINESS ENTERPRISE CENTER (BEC)**

At the Virginia Peninsula Chamber of Commerce.  
Business counseling, seminars, referrals.

Jennifer Marrone, Business Services  
Business Enterprise Center  
P.O. Box 7269, 1919 Commerce Dr., Suite 320  
Hampton, VA 23666  
TEL: (757) 262-2000 FAX: (757) 262-2009  
E-mail: vpcc@vpcc.org  
Internet: www.vpcc.org/secondary/bec.html

### **CHAMBERS OF COMMERCE for Williamsburg Area and Virginia Peninsula**

Business programs, services, and classes. Contact  
point for SCORE (see separate entry).

Peninsula Chamber of Commerce  
Clyde R. Hoey II  
P.O. Box 7269, 1919 Commerce Dr., Suite 320  
Hampton, VA 23666  
TEL: (757) 262-2000 FAX: (757) 262-2009  
E-mail: vpcc@vpcc.org Internet: www.vpcc.org

Williamsburg Area Chamber of Commerce  
Bob Hershberger  
P.O. Box 3620, 421 N. Boundary Street  
Williamsburg, VA 23187-3620  
TEL: (757) 229-6511 FAX: (757) 229-2047  
E-mail: wacc@williamsburgcc.com  
Internet: www.williamsburgcc.com

### **CHILD CARING CONNECTION**

Technical assistance to child care businesses.

Mary P. Minor, Director, CCC  
312 Waller Mill Road #500  
Williamsburg, VA 23185  
(757) 229-7940  
E-mail: childcare@erols.com

### **CHRISTOPHER NEWPORT UNIVERSITY**

#### Small Business Institute

Business assistance through student projects.

Stephanie Huneycutt  
Director, CNU Small Business Institute  
1 University Place BTC441  
Newport News, VA 23606  
(757) 594-7139  
E-mail: huneycut@cnu.edu  
Internet: www.cnu.edu

### Information Systems Laboratory

Information technology assistance through student-  
faculty teams.

Dr. Joshua Anyiwo  
CNU Department of Physics, Computer Science,  
and Engineering  
1 University Place  
Newport News, VA 23606  
(757) 594-7243  
E-mail: janyiwo@pcs.cnu.edu

### **ENTERPRISE ZONE INCENTIVES**

The James River Enterprise Zone, located in the  
southeastern end of the County, offers state and/or  
local incentives to qualifying businesses locating in  
the zone.

Sandra Barner  
James City County Office of Economic  
Development  
P.O. Box 8784  
Williamsburg, VA 23187-8784  
TEL: (757) 253-6607 FAX: (757) 253-6833  
Internet: www.jccEgov.com

### **ENVIRONMENTAL TECHNOLOGY CENTER**

Information on environmental issues, technology,  
licensing, compliance, and related topics.

Nic van Vuuren  
c/o Freedom Ford  
7520 N. Military Hwy  
Norfolk, VA 23518  
(757) 583-2671

### **HAMPTON ROADS CLEAN CITIES COALITION**

Partnerships to advance alternative fuel vehicles and  
develop sustainable alternative fuel markets by  
sharing innovations.

Nic van Vuuren  
c/o Freedom Ford  
7520 N. Military Hwy  
Norfolk, VA 23518  
(757) 583-2671

### **HAMPTON ROADS PARTNERSHIP**

Leadership on strategic regional issues, to include  
transportation, port development, technology-related

economic development, workforce development, tourism, and regional cooperation.

James L. Eason, President & CEO  
430 World Trade Center  
Norfolk, VA 23510  
TEL: (757) 625-4696 FAX: (757) 625-4684  
E-mail: jeason@hrp.org

#### **HAMPTON ROADS PLANNING DISTRICT COMMISSION (HRPDC)**

Forum for local elected officials and chief administrators on issues of regional importance. Research, analysis, strategies, and support services for issues of mutual interest.

Arthur L. Collins  
The Regional Building, 723 Woodlake Drive  
Chesapeake, VA 23320  
TEL: (757) 420-8300 FAX: (757) 523-4881  
Internet: www.hrpdc.org

#### **HAMPTON ROADS PRIVATE INVESTOR NETWORK**

Private sources of seed and start-up capital for early-stage and high-growth potential companies.

Dennis Ackerman  
ODU Entrepreneurial Center  
102 Esplanade Place, Suite A  
Chesapeake, VA 23320  
TEL/FAX: (757) 549-4916  
E-mail: oducentr@cox.net

#### **HAMPTON ROADS TECHNOLOGY COUNCIL**

Forum for development, growth, and recognition of technology businesses in Hampton Roads.

Peninsula  
Dennis O'Donnell, Development Manager  
24 Research Drive, Suite 100  
Hampton, VA 23666  
TEL: (757) 249-1585 FAX: (757) 865-0298  
E-mail: odonnell@hrtc.org

Southside  
Terry Riley, Executive Director  
Pembroke Two, Suite 318  
287 Independence Boulevard  
Virginia Beach, VA 23462  
TEL: (757) 518-2522 FAX: (757) 518-2535  
E-mail: riley@hrtc.org

#### **HAMPTON UNIVERSITY Business Assistance Center**

Free business counseling regarding business plans, loan proposals, and management strategies.

Dr. Charles A. Wooding, Director  
Hampton University BAC  
P.O. Box 6148, 55 E. Tyler Street  
Hampton, VA 23668  
TEL: (757) 727-5570 FAX: (757) 727-5575  
Internet: www.hamptonu.edu

#### **Rural Business Assistance Center**

Dr. Charles A. Wooding, Director, HURBAC  
11916 Rolfe Hwy  
Surry, VA 23883  
(757) 294-5176  
Internet: www.hamptonu.edu

#### **INDUSTRIAL REVENUE BONDS**

Bond financing for qualifying companies through the Industrial Development Authority of James City County.

Keith A. Taylor, Secretary  
IDA of James City County  
P.O. Box 8784  
Williamsburg, VA 23187-8784  
(757) 253-6607  
Internet: www.jccecondev.com

#### **INTERNAL REVENUE SERVICE**

Contact for free kit of forms and publications that are generally required for businesses to meet federal tax requirements.

IRS Hampton Office  
Plaza East II, 2017 Cunningham Drive, Suite 105  
Hampton, VA 23666  
1-800-829-1040  
Internet: www.irs.gov

#### **JAMES RIVER DEVELOPMENT CORPORATION**

Administers the US Small Business Administration's 504 loan program for the region, in partnership with local banks.

Frederick M. Minton, President  
James River Development Corporation  
Capitol Place, 1108 E. Main Street, Suite 702  
Richmond, VA 23219  
TEL: (804) 344-0002 FAX: (804) 344-0022  
E-mail: fminton@aol.com

**JONES INSTITUTE FOR REPRODUCTIVE MEDICINE**

Patient care service, education, clinical research, and technology development in human reproductive medicine.

601 Colley Avenue  
Norfolk, VA 23507-1627  
(757) 446-7100

**LOCAL AREA GOVERNMENT OFFICES**

James City County  
(AREA CODE 757)

Internet: www.jccEgov.com

Code Compliance - 253-6626

Zoning, building code requirements, building permits, construction inspection, certificates of occupancy

Commissioner of the Revenue - 253-6695

Taxation, business license

Economic Development - 253-6607

Industrial Development Authority bonds, Enterprise Zone incentives, industrial site information, referral to appropriate business-related agencies and resources

Fire Department - 220-0626

Fire safety evaluation

Planning - 253-6685

Demographics, census data, traffic counts, site plans, subdivision of property, rezoning, special use permit

Police Department - 253-1800

Crime prevention evaluation

Service Authority - 253-6800

Capacity for water service to most of County, capacity of sewer transmission lines and pump stations

Other

Hampton Roads Sanitation District – 833-1750

Pretreatment requirements for sewer discharge

Virginia Health Department – 253-4740 or

Internet: www.vdh.state.va.us

Permits for all food related businesses, as well as certain other sanitary concerns

Newport News Waterworks – 926-1000

Capacity for water service in lower southeastern portion of County

**MINORITY and WOMEN’S BUSINESS ASSISTANCE**

Women in Business

A US Small Business Administration program to teach women how to get into business and to expand existing business.

Small Business Administration  
Federal Building, 400 N. 8th Street, Suite 1150  
P.O. Box 10126  
Richmond, VA 23240  
(804) 771-2400  
Internet: www.sbaonline.sba.gov

Virginia Department of Minority Business Enterprise Leadership in encouraging, promoting, and coordinating public and private sector initiatives designed to improve the performance and success of minority businesses.

Virginia Dept of Minority Business Enterprise  
200-202 N. 9th Street - 11th Floor  
Richmond, VA 23219  
(804) 786-6585 or 1-800-223-0671 (Virginia only)

Virginia Regional Minority Supplier Development Council

Membership organization of major corporations and government agencies seeking to do business with minority-owned companies.

Wendell Braxton, Tidewater Virginia Director  
Virginia Regional Minority Supplier Development Council  
500 E. Main Street, Suite 103  
Norfolk, VA 23510  
(757) 627-8471

**NASA LANGLEY RESEARCH CENTER’S TECHNOLOGY COMMERCIALIZATION PROGRAM OFFICE**

Commercialization of technologies developed in the NASA Langley aeronautics and space programs.

Wilson T. Lundy  
NASA Langley Research Center  
Technology Commercialization Program Office  
11 Langley Blvd., Mail Stop 118  
Hampton, VA 23681-2199  
(757) 864-6005

**NORFOLK STATE UNIVERSITY**

Norfolk State University Center for Entrepreneurship  
Business counseling for growth-oriented and technology-based businesses.

Dr. Robert C. Askew, Director  
700 Park Avenue  
Norfolk, VA 23504  
TEL: (757) 823-8256 FAX: (757) 823-8259  
E-mail: raskewsr@nsu.edu

## **OLD DOMINION UNIVERSITY**

### Entrepreneurial Center

Business counseling for new technological and environmental product ideas and services.

Dennis Ackerman  
ODU Entrepreneurial Center  
102 Esplanade Place, Suite A  
Chesapeake, VA 23320  
TEL/FAX: (757) 549-4916  
E-mail: oducentr@cox.net

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Largest commercially available facility in the US.

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The Langley Full Scale Tunnel  
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(757) 766-2266 x101  
E-mail: jcross@odu.edu

### Technology Applications Center

Automation assistance, ISO and Lean implementation, product and process development, and testing services.

Jerry Robertson, Director  
ODU Technology Applications Center  
860 W. 44th Street  
Norfolk, VA 23529  
TEL: (757) 683-5505 FAX: (757) 683-5509  
E-mail: jbrobert@odu.edu  
Internet: www.tac.odu.edu

## **PROFESSIONAL AND TRADE ASSOCIATIONS**

Consult your phone book, professional literature, internet, or local Chamber of Commerce for contact information.

## **RAPPAHANNOCK COMMUNITY COLLEGE, GLENN'S CAMPUS**

### Center for Business and Workforce Development

Customized training for employers on the Middle Peninsula and Northern Neck.

Rick Ughetto, Director  
Center for Business and Workforce Development  
Rappahannock Community College  
12745 College Drive  
Glenns, VA 23149  
(804) 758-6751  
E-mail: rughetto@rcc.vccs.edu  
Internet: www.rcc.cc.va.us

### Old Dominion University Distance Learning Program at Rappahannock Community College

Over 20 undergraduate and graduate degree programs via satellite.

Melanie Payne, ODU Site Director  
Rappahannock Community College  
12745 College Drive  
Glenns, VA 23149  
(804) 758-6795  
E-mail: mpayne@odu.edu  
Internet: www.odu.edu/home/distance.html

## **SERVICE CORPS OF RETIRED EXECUTIVES (SCORE)**

Free consulting to existing and start-up businesses. Contact through Chambers of Commerce.

Donna Martin  
Williamsburg Area Chamber of Commerce  
(757) 229-6511  
Internet: www.williamsburgcc.com

Joy Batcha  
Peninsula Chamber of Commerce  
(757) 262-2000  
Internet: www.vpcc.org

## **SMALL BUSINESS DEVELOPMENT CENTER**

Technical assistance to small businesses in business planning, marketing, financing, and international development.

Sally Riley, International Analyst, SBDC  
Thomas Nelson Community College  
161 C John Jefferson Square  
Williamsburg, VA 23185  
DIRECT: (757) 253-4322  
MAIN: (757) 825-2957  
FAX: (757) 253-4335  
E-mail: rileys@tncc.cc.va.us  
Internet: www.hrccva.com

## **SMALL BUSINESS INNOVATION RESEARCH PROGRAM**

The US Department of Defense solicits proposals twice annually for solutions to a broad range of technology topics.

Internet: www.acq.osd.mil/sadbu/sbir  
SBIR Help Desk Toll Free number: 866-724-7457  
SBIR Help Desk e-mail:  
SBIRHELP@us.teltech.com

**THOMAS JEFFERSON NATIONAL  
ACCELERATOR FACILITY TECHNOLOGY  
TRANSFER PROGRAM**

Identifies new technologies based on nuclear physics which have potential for commercial application.

Dr. H. Frederick Dylla, Technology Transfer  
Manager

Thomas Jefferson NAF  
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Newport News, VA 23606  
TEL: (757) 269-7450 FAX: (757) 269-6357  
Internet: [www.jlab.org/exp\\_prog/techtransfer](http://www.jlab.org/exp_prog/techtransfer)

**THOMAS NELSON COMMUNITY COLLEGE  
PENINSULA WORKFORCE DEVELOPMENT  
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One-stop center for workforce skills assessment, customized training, career counseling, employee recruitment, and job placement.

Louis L. "Mac" McGinty, Director  
Peninsula Workforce Development Center  
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Hampton, VA 23666  
(757) 865-3125  
E-mail: [mcgintym@tnc.vccs.edu](mailto:mcgintym@tnc.vccs.edu)  
Internet: [www.tnc.vccs.edu/workforce](http://www.tnc.vccs.edu/workforce)

**US SMALL BUSINESS ADMINISTRATION**

Issues a wide range of marketing and technical publications to help existing and prospective business owners and managers. Offers a number of programs and services.

US Small Business Administration  
Federal Building, 400 N. 8th Street, Suite 1150  
P.O. Box 10126  
Richmond, VA 23240  
(804) 771-2400  
Internet: [www.sbaonline.sba.gov](http://www.sbaonline.sba.gov)

To order a free copy of the "Resource Directory for Small Business Management" call 1-804-771-2400.

**UTILITIES**

Utility companies have marketing and engineering staff available to assist businesses with efficiency, cost-control, and process improvement. Consult phone book for contact information.

**VIRGINIA'S CENTER FOR INNOVATIVE  
TECHNOLOGY (CIT)**

Works with Virginia businesses to develop and commercialize new technologies and to incorporate

advanced technologies into existing products and processes.

Timothy J. Early, Regional Director, CIT  
12050 Jefferson Avenue, Suite 247  
Newport News, VA 23606  
TEL: (757) 249-0884 FAX: (757) 249-0738  
E-mail: [tearly@cit.org](mailto:tearly@cit.org)  
Internet: [www.cit.org](http://www.cit.org)

**VIRGINIA CONSORTIUM OF ENGINEERING  
AND SCIENCE UNIVERSITIES**

Research and graduate degree education in engineering and science.

David Chestnutt  
303 Butler Farm Road, Suite 101  
Hampton, VA 23666  
(757) 865-4830  
E-mail: [dc@vces.larc.nasa.gov](mailto:dc@vces.larc.nasa.gov)

**VIRGINIA DEPARTMENT OF BUSINESS  
ASSISTANCE**

Free state-wide information on sites and buildings, labor, taxes, utilities, transportation services, financing, laws, and regulations.

VDBA  
P.O. Box 446, 707 E. Main Street, Suite 300  
Richmond, VA 23218-0446  
(804) 371-8200  
Internet: [www.dba.state.va.us](http://www.dba.state.va.us)

**VIRGINIA DEPARTMENT OF  
REHABILITATIVE SERVICES**

Free services to help businesses employ people with disabilities. Work force recruitment, training, accommodating special needs, educations programs, and resources.

Janet W. Davies, Human Services Manager  
2225 South Henry St., Suite U2  
Williamsburg, VA 23185  
TEL: (757) 253-4817 FAX: (757) 253-4845  
E-mail: [ashloceb@drs.state.va.us](mailto:ashloceb@drs.state.va.us)  
Internet: [www.drs.state.va.us](http://www.drs.state.va.us)

**VIRGINIA ELECTRONIC COMMERCE  
TECHNOLOGY CENTER (VECTEC)**

Variety of E-commerce services and products.

William Muir  
Christopher Newport University  
1 University Place  
Newport News, VA 23606-2998  
(757) 594-7092

E-mail: [bmuir@vectec.org](mailto:bmuir@vectec.org)  
Internet: [www.vectec.org](http://www.vectec.org)

#### **VIRGINIA EMPLOYMENT COMMISSION**

Services to employers and job-seekers, to include data bank of potential employees and jobs, wage rates, job advertising, and pre-screening.

Virginia Employment Office  
Williamsburg Crossing Shopping Center  
5235 John Tyler Highway  
Williamsburg, VA 23185  
(757) 253-4738  
Internet: [www.vec.state.va.us](http://www.vec.state.va.us)

#### **VIRGINIA ENVIRONMENTAL REGULATORY AGENCIES**

Guidance on issues and permitting for air quality, surface waters, groundwater or wetlands, and hazardous waste disposal.

DEQ TIDEWATER REGIONAL OFFICE  
5636 Southern Blvd.  
Virginia Beach, VA 23462  
(757) 518-2000  
Internet:  
[www.deq.state.va.us/regions/tidewater.html](http://www.deq.state.va.us/regions/tidewater.html)

#### **VIRGINIA MARINE RESOURCES COMMISSION**

Habitat Management Division  
2600 Washington Avenue, Third Floor  
P.O. Box 756  
Newport News, VA 23607  
(757) 247-2200  
Internet: [www.mrc.state.va.us](http://www.mrc.state.va.us)

#### **VIRGINIA DEPARTMENT OF AGRICULTURE AND CONSUMER SERVICES**

Office of Pesticide Services  
1100 Bank Street  
Richmond, VA 23219  
(804) 371-6558  
Internet: [www.vdacs.state.va.us](http://www.vdacs.state.va.us)

#### **VIRGINIA MODELING ANALYSIS AND SIMULATION CENTER**

Develops computer-based simulations and models on which businesses can base decisions.

Dr. R. Bowen Loftin  
Director of Simulation Programs  
Old Dominion University  
7000 College Drive  
Suffolk, VA 23435  
TEL: (757) 686-6200 FAX: (757) 686-6214

E-mail: [bloftin@odu.edu](mailto:bloftin@odu.edu)  
Internet: [www.vmasc.odu.edu](http://www.vmasc.odu.edu)

#### **VIRGINIA PHILPOTT MANUFACTURING**

Expert hands-on assistance for small or mid-sized manufacturing businesses.

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Extension Partnership - TAC/VPMEP  
Applied Research Center  
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TEL: (757) 249-4434 FAX: (757) 249-0738  
E-mail: [kpark-tac@seva.net](mailto:kpark-tac@seva.net)

#### **VIRGINIA QUALITY INSTITUTE**

Rapid, flexible, customized workforce development solutions.

Ron Chapman  
VQI  
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Hampton, VA 23666  
(757) 865-3122  
Internet: [www.vqi.org](http://www.vqi.org)

#### **VIRGINIA SMALL BUSINESS FINANCING AUTHORITY**

Administers a variety of State financing programs.

VSFBA  
P.O. Box 446, 707 E. Main Street, Suite 300  
Richmond, VA 23218-0446  
(804) 371-8254  
E-mail: [bcarter@dba.state.va.us](mailto:bcarter@dba.state.va.us)  
Internet: [www.dba.state.va.us/financing](http://www.dba.state.va.us/financing)

#### **VIRGINIA SPACE FLIGHT CENTER**

Processes and launches commercial, government, and academic/scientific vehicles and payloads into low earth orbit and suborbital trajectories.

Billie Reed  
Wayne Woodhams  
P.O. Box 6369, 800 W. 46<sup>th</sup> Street  
Norfolk, VA 23508  
(757) 440-4020  
E-mail: [breed@vaspace.org](mailto:breed@vaspace.org)

#### **VIRGINIA SPACE GRANT CONSORTIUM**

NASA program that builds research capability, fosters partnerships, and improves workforce preparation for aerospace-related and high-technology fields.

Mary L. Sandy, Director

600 Butler Farm Road  
ODU Peninsula Higher Education Center  
Hampton, VA 23666  
TEL: (757) 766-5210 FAX: (757) 766-5205  
E-mail: msandy@odu.edu  
Internet: www.vsgc.odu.edu

### **VIRGINIA VENTURE CAPITAL FORUM**

Venue for financiers and business people to share information about new ventures, potential investments, and sources of funds.

Mary O'Brien  
President, The Bonaventure Group  
307 Worthington Square, Olde Towne  
Portsmouth, VA 23704  
TEL: (757) 399-7636 FAX: (757) 399-2929  
E-mail: mary@tbg-usa.org

### **WATERSIDE CAPITAL CORPORATION**

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Lex W. Troutman  
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Norfolk, VA 23510  
(757) 626-1111  
E-mail: waterside@watersidecapital.com

### **THE COLLEGE OF WILLIAM & MARY**

#### Office of Economic Development

Promotes effective partnerships between business and the college's research and educational programs.

Jim Golden, Director  
College of William & Mary Office of Economic Development and Corporate Relations  
P.O. Box 8795  
Williamsburg, VA 23187-8795  
(757) 221-1190  
E-mail: jrgold@wm.edu

#### *Technology and Business (TAB) Center*

Services for technology-based businesses. Links network of assets, including W&M's, to provide clients with appropriate support services.

Lee Scruggs, Director, TAB Center  
College of William & Mary Office of Economic Development and Corporate Relations  
P.O. Box 8795  
Williamsburg, VA 23187-8795  
(757) 221-2936  
E-mail: lee.scruggs@wm.edu

#### *Technology Transfer Program*

Promotes development and transfer of intellectual property stemming from research at W&M.

Joy Bryant, Director  
Technology Transfer Program  
College of William & Mary Office of Economic Development and Corporate Relations  
P.O. Box 8795  
Williamsburg, VA 23187-8795  
(757) 221-1751  
E-mail: jlbrya@wm.edu

#### School of Business Administration

Variety of services and expertise available to businesses.

Larry Pulley, Dean, School of Business Administration  
College of William & Mary  
P.O. Box 8795  
Williamsburg, VA 23187-8795  
(757) 221-2891  
E-mail: larry.pulley@business.wm.edu

#### *Field Studies Program*

MBA student teams undertake consulting projects.

Don Messmer, J.S. Mack Professor  
School of Business Administration  
College of William & Mary  
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Williamsburg, VA 23187-8795  
(757) 221-2911  
E-mail: don.messmer@business.wm.edu

#### *Center for Executive and Professional Development*

Custom-designed and open enrollment executive education programs.

Megan Burns, Professional Programs Administrator  
Center for Executive and Professional Development  
School of Business Administration  
College of William & Mary  
P.O. Box 2220  
Williamsburg, VA 23187-2220  
(757) 221-2291  
E-mail: megan.burns@business.wm.edu

#### *Center for Operations Management, Process Engineering and Technological Expertise (COMPETE Center)*

Expertise in manufacturing and service management, quality management, information systems planning

and management, process re-engineering, and project management.

Hector Guerrero, Associate Professor  
School of Business Administration  
College of William & Mary  
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Williamsburg, VA 23187-8795  
(757) 221-2850  
E-mail: hhguer@business.wm.edu

#### Arts and Sciences

Collaborates with business on projects and research. Areas of expertise include anthropology and archaeology, computer science, geology, kinesiology, biology, and physics.

#### *Applied Research Center (ARC)*

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Dennis Manos, Ph.D., Managing Director  
Applied Research Center  
12050 Jefferson Avenue, Suite 705  
Newport News, VA 23606  
(757) 269-5741  
E-mail: dmanos@as.wm.edu  
Internet: www.jlab.org/ARC

#### *Center for Plasma and Photon Processing*

Research and development services using intelligent processes to control energy to create materials, structures and devices.

Bernadette Kulas, Program Manager  
Center for Plasma and Photon Processing  
Applied Research Center  
12050 Jefferson Avenue  
Newport News, VA 23606  
(757) 269-5754  
E-mail: bakula@as.wm.edu

#### Marshall-Wythe School of Law

Research and consulting in several fundamental areas of business law.

Taylor Reveley III, Dean, Marshall-Wythe School of Law, College of William & Mary  
P.O. Box 8795  
Williamsburg, VA 23187-8795  
(757) 221-3790  
E-mail: taylor@wm.edu

#### *Courtroom 21 Project*

Court technology education and demonstration project.

Frederic Lederer, Chancellor Professor and Director  
Courtroom 21, Marshall-Wythe School of Law  
P.O. Box 8795  
Williamsburg, VA 23187-8795  
(757) 221-3792  
E-mail: filede@wm.edu

#### W&M Earl Gregg Swem Library

##### *Professional Resource Center*

Reference library for business research includes business-related electronic databases, printed materials, and periodicals.

Charlotte Brown, Director, Professional Resource Center, School of Business Administration, Tyler Hall  
College of William & Mary  
P.O. Box 8795  
Williamsburg, VA 23187-8795  
(757) 221-2916  
E-mail: charlotte.brown@business.wm.edu

#### Virginia Institute of Marine Science(VIMS)/School of Marine Science

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L. Donelson Wright, Dean and Director  
VIMS/School of Marine Science  
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Gloucester Point, VA 23062  
(804) 684-7102  
E-mail: wright@vims.edu

#### **WILLIAMSBURG REGIONAL LIBRARY SYSTEM**

Business books, videos, audiotapes, magazines, and databases. Reference librarians can research and answer inquires and assist patrons with using available resources.

Reference Department  
Williamsburg Public Library  
515 Scotland Street  
Williamsburg, VA 23185  
(757) 229-4050  
Internet: www.wrl.org or www.jccEgov.com

Reference Department  
James City County Library  
7770 Croaker Road  
Williamsburg, VA 23188  
(757) 259-7720  
Internet: www.wrl.org or www.jccEgov.com

## Sample Business Plan Outline

- \_\_\_\_\_ Title Page
- \_\_\_\_\_ Table of Contents
- \_\_\_\_\_ Executive Summary
  - To be written **last** - summarizes the rest of the plan, tells why you are writing it. If a loan or investment is requested, say how much, for how long.
- \_\_\_\_\_ General Company Description
  - Tells background of business, lists management, achievements.
- \_\_\_\_\_ Products and Services
  - Go into detail - list names and addresses of suppliers.
- \_\_\_\_\_ Operations
  - How you do it.
- \_\_\_\_\_ Management and Organizational Structure
  - Is it incorporated? Who are the principals? Include biographical summary. How many employees? List major ones by name and describe. Include organizational chart, if you have several employees. Provisions for employee recruitment, training, etc. as appropriate. If a franchise, describe services and responsibilities of franchiser.
- \_\_\_\_\_ Marketing Plan
  - The market for your product or service - First describe the broad market. Often trade publications have good quotations, things like, "Americans spend \$10,000,000 per year on ..." Then narrow the description to the area you serve, whether it's geographic, or income level, targeted age group, etc. If you have more than one market, discuss them separately.
  - Competitive Analysis - List each competitor. Discuss strengths and weaknesses.
  - Marketing Plan - Advertising, promotions, public relations. What media you will use, how often.
  - Site visibility and signage.
  - Pricing Strategy
- \_\_\_\_\_ Financial Plan
  - Notes and Assumptions
  - Uses of Loan
  - Historical financial data
  - Balance Sheet
  - Projected Revenues and Expenses
  - Cash Flow - so you can see that you won't run out of cash in month three, even though by month twelve you are profitable.
- \_\_\_\_\_ Regulatory Issues
  - Local zoning and building code issues
  - Federal, state, local taxing, licensing, permitting
  - Employee compensation, benefits, withholding
  - Environmental hazards
- \_\_\_\_\_ Appendices
  - Resumé
  - Examples of past advertising, if appropriate
  - Articles from trade journals, if appropriate

The US Small Business Administration publishes sample business plans and detailed guides about starting and running many types of businesses. See its section in this booklet for contact information.