



Entrepreneurial Assistance Program

2017-18

ANNUAL REPORT
to Governor Andrew Cuomo and
the New York State Legislature

Empire State Development

Howard Zemsky, President & CEO, Empire State Development
Commissioner, NYS Department of Economic Development

A woman with dark curly hair, wearing a dark blazer, is pointing with a blue pen at a large screen or whiteboard. In the background, several other people in business attire are seated around a conference table, looking towards the screen. The setting appears to be a modern office or meeting room.

INTRODUCTION

EXECUTIVE SUMMARY

The Entrepreneurial Assistance Program (“EAP”) is an enterprise development program with centers in local communities throughout New York State. These Entrepreneurial Assistance Program Centers (“EAP Centers” or “Centers”) provide instruction, training, technical assistance and support services to individuals who have recently started their own business or are interested in starting a business and also strengthen the operation of these firms during the early stages of development, generally within the first five years.

For the 2017 EAP contract year, from June 1, 2017 to May 31, 2018, each organization funded under EAP received \$81,465 in state funding to continue providing business training and skill development to New York State entrepreneurs. These grant funds were matched with cash and in-kind funding from other non-state sources.

EAP assists new and aspiring entrepreneurs in developing basic business management skills by providing business training, one-on-one counseling and technical assistance. For Centers to maintain continued EAP status, they must meet specific performance objectives set at the beginning of their contract year. The goals of the program are to increase the formation of new businesses and strengthen the operations of existing businesses during the early stages of development with increased sales, job creation and business financing. (reference Table 1, Page 16)

Fiscal 2017-2018 marked the 30th anniversary of the EAP. Over the course of its years EAP has helped aspiring New York State small business owners turn their dreams into reality and established centers in local communities to provide instruction, training, technical assistance and support services.

PROGRAM OVERVIEW

The Omnibus Economic Development Law of 1987 authorizes Empire State Development (“ESD”), through the Entrepreneurial Assistance Program, to issue contracts to not-for-profit corporations, universities and community colleges for the development of EAP Centers to provide comprehensive assistance in enterprise development to owners and prospective owners of small businesses.

Encouraging the formation and growth of small businesses is an important strategic goal of New York State. EAP programs provide intensive, community-based training, technical assistance and other related services to small business owners or entrepreneurs, particularly minorities and women, to stimulate new business development and to strengthen businesses in the early stages of development—typically from one to five years. Such assistance is especially important in economically distressed areas where high levels of unemployment and declining infrastructure further limit the ability for these young businesses to develop. Effective programs are built on a working knowledge of the needs and resources of a community and its region.

There are 24 EAP Centers (see Entrepreneurial Assistance Program Center Listing, Page 19) serving New York State. The Centers work with ESD regional offices and many local and state agencies. In addition, they collaborate with local businesses, chambers of commerce, non-profit agencies, colleges and universities.

The EAP Centers provide a 60-hour entrepreneurship training course, supplemented by intensive technical assistance, to help new entrepreneurs complete business plans and develop a viable business. Participants learn how to refine their business concept, conduct break-even analysis, develop marketing strategies and learn financial management skills.

In FY 17-18 EAP Centers provided over 8,300 hours of one-on-one counseling and helped clients create more than 297 business plans.

EAP Centers also give technical assistance to existing businesses that are generally less than five years old. This technical assistance is designed to help these microbusinesses over time to ensure conditions that will support their sustainability and allow for expansion. Such support includes access to working capital and cash-flow management, general management skills, new market development, hiring and managing employees, managing growth and sourcing available credit.

OBJECTIVES

The primary objectives of EAP are to:

- Increase the number of new businesses in New York State, with a particular focus on expanding economic opportunity for minority group members, women, dislocated workers and individuals with special needs;
- Expand the sales and employment levels of small businesses during the critical first five years of operation;
- Decrease the business failure rates among small businesses in the state; and
- Assist in the revitalization of distressed communities through the encouragement of “home grown” businesses.

ADDITIONAL SERVICES

The Entrepreneurial Assistance Program Centers support the following initiatives to increase the formation of new businesses owned and operated by minorities, women, dislocated workers and individuals with special needs:

Business Mentor New York (BMNY)

Business Mentor New York is an online platform that connects volunteer mentors to small businesses and emerging entrepreneurs to help them address specific challenges and realize their full economic potential. EAP Centers facilitate BMNY registrations for clients, assist with their mentee profile and help connect the entrepreneurs with mentors. The EAP Centers recognize that all successful entrepreneurs need confidence and connections. To facilitate this, they encourage local community professionals and EAP workshop presenters to register as mentors. Following are BMNY results from the EAP Centers:

- 296 new mentees enrolled into BMNY;
- 75 new mentors were added; and
- 288 counseling matches occurred.

The Department of State – Office of New Americans

The Office of New Americans (ONA) helps New Americans fully participate in New York State civic and economic life. ONA operates through a network of 27 community-based organizations.

ONA entered into a three-year contract, from January 1, 2016 to December 31, 2018, to teach two “Starting Your Own Business” seminars biannually at each ONA Center. The 27 ONA Centers were matched with 17 EAP Centers to conduct these seminars on mutually agreed-upon dates throughout the year.

EAP Centers provided workshops on business ownership in America to 602 New Americans in 2017. Comprehensive instructions featured how to start and register a business in New York State including information on tax and licensing requirements. A cumulative total of 1,300 New Americans have been initiated to this process.

Each EAP Center customized the training to the population being served. In some cases, the classes were conducted in dual-language instruction (e.g. Spanish, Chinese, Haitian Creole, etc.)

Minority and Women Business Enterprise Support and Outcomes

EAP Centers also work closely with NYS's Division of Minority and Women's Business Development. Centers provide direct assistance to individuals interested in becoming MWBE certified to do business with New York State. EAP Center staff is trained to provide guidance in the preparation of MWBE online certification applications. MWBEs receiving services from the Centers had the following outcomes: (reference Table 2, Page 17)

- 465 MWBE businesses increased sales by \$60.3 million;
- 209 MWBE businesses increased employment by 517 new hires;
- 237 MWBE businesses retained 1,854 employees; and
- 139 MWBE businesses secured \$5.3 million in financing.

Veteran Entrepreneurship Services

Veteran entrepreneurship services, introduced in FY14-15, are now a permanent part of each EAP Center's goals. EAP Centers continue to meet veteran goals and provided entrepreneurship services to veterans interested in starting a business or expanding an existing business which includes but is not limited to: (1) counseling on the feasibility of starting a business; (2) education in established management principles and practices; (3) access to veteran business support networks; and (4) ongoing and continued technical assistance.

Some EAP Centers offer customized programs for veterans at free or reduced prices for services and have also formed partnerships with many different veteran organizations, support groups, hospitals and agencies across the state. This year, 86 new veterans entered the program and started 9 new businesses. (reference Table 3, Page 18)

FUNDING

The FY 2017-18 NYS budget appropriation for the EAP was funded at \$1,764,000. In addition to this appropriation, an additional \$191,176 was made available from previous funding. All 24 EAP Centers were each awarded a grant of \$81,465 for 12-month contracts. EAP Centers are required to match these grants one-to-one (50% or more in cash and no more than 50% in-kind). The sources of matching funds include, but are not limited to:

- Federal Government – U.S. Small Business Administration (PRIME);
- Banks and Credit Unions – Allegany County Land Bank, Apple Bank, Bank of Utica, Bridge Hampton National Bank, Citibank, Deutsche Bank, Savoy Bank, Signature Bank, Spring Bank, and Sunmark Bank;
- City – Small Cities, NYC EDC, NYC Dept. of Consumer Affairs, NYC Health & Human Service, and THRIVE Award to Help Reach Immigrant Ventures, and Entrepreneurs;
- Universities/Community Colleges – Alfred University, Columbia University Law School, Dutchess Community College, Hofstra University, Houghton College, Medaille College/ Buffalo, Rockland Community College, Suffolk County Community College, SUNY Broome Community College, SUNY Orange, and Syracuse University;
- Chambers of Commerce – Allegany Chamber of Commerce, and Capital Chamber Foundation;
- Local and County – Avenue NYC, Broome Triad, Broome Employment Center for Broome Tioga Workforce Development, Broome County Urban League, and Think Dutchess;
- Not-for-profits – ACCORD Corporation, Bedford Stuyvesant Restoration, Bronx Health Reach, BOC Network, Inc., BOC-ORR, Chinatown Manpower Project, Inc., Hot Bread Kitchen, Ltd, IBERO American Action League, Jumpstart, Inc., Queens Economic Development Corporation, Refugee Social Services Program, South Bronx Overall Economic Development Corporation, Urban League of Rochester, Women’s Enterprise Development Center, Inc., Washington Heights-Inwood Development Corporation, Wheels for Work, Inc., the Women’s Foundation; and
- Corporate Sponsors – Clifford Chance USA, State Farm, and Thrive, Inc.

In addition, part of the costs were covered by hundreds of business owners, accountants, lawyers, marketing consultants, and bank employees who donated time and expertise on a pro bono or reduced-fee basis to help EAP clients start or expand their businesses.

EAP CLIENT & BUSINESS CHARACTERISTICS (NEW ENROLLMENTS ONLY)

EAP’s rigorous program attracts persons with potential for success in business ownership. Most EAP clients are between the ages of 31 and 60 representing 75.5% of EAP clients overall. Clients between the ages of 18 to 30 years represented 17.5% of the client database.

Of the total 1,151 new enrollments:

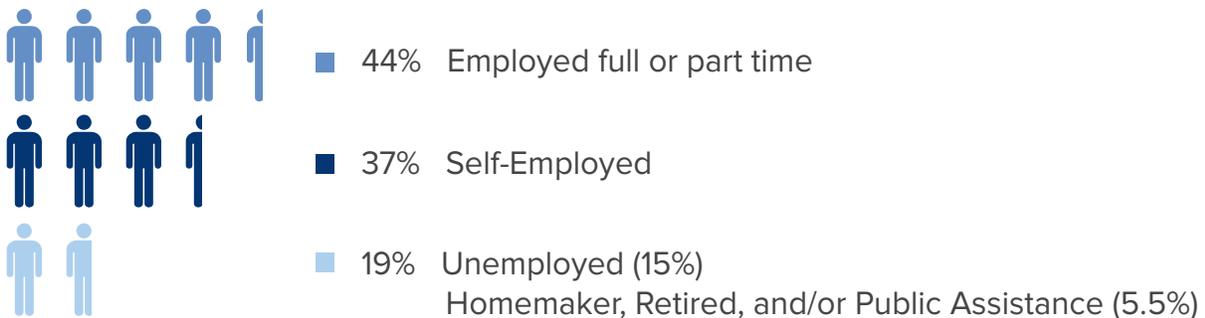
- 91% of clients enrolled were Minority & Women-Owned Business Enterprises (MWBE);
- 65% represented all woman-owned firms; and
- 76.5% had no business plan and 18.3% came in with a partial plan.

Client Demographics

Education Level	FY 17-18 Percentage
High School or GED	20%
Trade School or 2-year college	25%
4-year college	35%
Graduate Degree	18%
Grade School/Junior High	2%

Work Experience

Work experience captures the labor participation segment that our clients are in at the time of enrollment. This year 81% of enrollees were either employed as a wage earner or self-employed. The remaining 19% are unemployed, homemakers, formerly incarcerated or retirees who cannot find work. EAP works with displaced workers or unemployed persons in partnership with the Self-Employment Assistance Program (SEAP) of the NYS Division of Labor to assess their readiness for business ownership and provide one-on-one counseling to prepare them for starting a business. This year saw a slight 2% increase coming from the ranks of the not employed.



Business Characteristics

At the point of intake, 44% of newly enrolled businesses were home-based, another 20% operated out of a rented facility and 2% owned their facility. The remaining 34% were unknown at the time of intake.

The industry breakdown of the businesses categorized as either new or existing businesses is as follows:

Business Sector	Percentage
Service	70%
Retail	14%
Construction	7%
Manufacturing	4%
Wholesale/Distribution	3%
Finance, Insurance and Real Estate	2%

The vast majority (80%) of EAP client firms were micro-enterprises. A micro-enterprise is a very small business operating from a home, storefront or office, which typically employs no more than five people. A micro business does not generally have access to commercial bank loans, yet it could benefit from a loan under \$25,000. The income breakdown of EAP clients is as follows:

Annual Incomes	Percentage
Less than \$5,000	30%
\$5,000 - \$10,000	5%
\$10,000 - \$25,000	13%
\$25,000 - \$50,000	11%
\$50,000 - \$100,000	14%
Over \$100,000	27%



OVERSIGHT AND EVALUATION

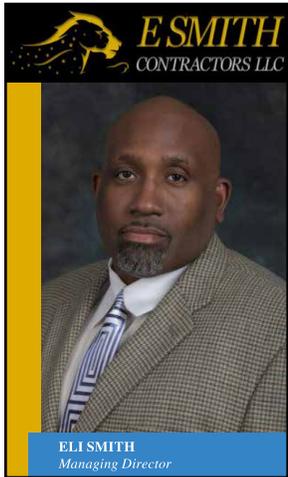
Empire State Development's EAP Director provides overall program management, assists EAP Centers and monitors each Center's performance. Performance monitoring consists of: EAP Center site visits, classroom audits, client file reviews, client site visits and client telephone surveys. Other services provided by ESD include the definition of contract terms and program requirements, program orientation for new EAP Center staff, monthly conference calls to review program direction and/or strategies, professional development webinars and telephone/email support in planning program activities.

EAP Centers are evaluated annually based on specific performance objectives regarding business creation and expansion, increased sales, job creation and business financing. A Center's eligibility for reimbursement of expenses and continued funding are contingent on the Center achieving quarterly and annual performance objectives, along with other contractual obligations.

Grantees are required to meet all of the minimum performance standards. EAP Centers that do not meet the minimum of at least 75% of the 24 standards may not receive the final 10% of the grant amount. EAP Centers not achieving a minimum 75% of goals for two consecutive years will be subject to review for continued participation in the EAP.

The EAP Director also convenes an annual training conference after the completion of each fiscal year to review the program's effectiveness, compare best practices with national micro business programs as well to provide an opportunity for Centers to meet face to face and exchange best practices with each other. This is also a time to recognize and celebrate top EAP Centers for best performance. Winners of the FY17-18 Awards for Excellence went to Capital Region Chamber Foundation, Inc., Queens Economic Development Corporation, and Suffolk County Community College.

2017-18 ENTREPRENEUR OF THE YEAR AWARDEES



South Side Innovation Center (SSIC)

ELI SMITH ***E. Smith Contractors, LLC***

Eli Smith started So Gone Trash Removal to offer cleanup services at construction sites. Smith took full advantage of SSIC's resources to build his business, E. Smith Contractors LLC, including becoming MWBE-certified. That certification led to further state and municipal contracting opportunities and allowed Smith to grow and diversify his contracting and construction management services. He started the company in 2013, with one client—by 2014 he'd added three employees and brought in \$450,000 in revenue. The business has grown to 16 full-time employees and is generating \$5.2 million in revenue. <http://www.esmithcontractors.com>



Capital Region Chamber Foundation (CRCF)

ANNMARIE LANESEY ***Greane Tree Technology Group, Inc. (GTTG) &*** ***Albany Can Code, Inc.***

Annmarie Lanese is tirelessly working to grow the Capital Region's software sector, by extending software and IT training opportunities to everyone who has aptitude for the work. As CEO of custom software developer GTTG Inc., she hired a self-taught Ruby on Rails developer, inspiring her to launch her non-profit, Albany Can Code, in 2016. Established to connect companies needing software/IT professionals with individuals who have aptitude but need training, Albany Can Code has helped Misael transition from floor maintenance to cloud application developer, helped former warehouse worker Aaron to become a customer engineer and U.S. Navy veteran Jamal to train as a software developer. They've seen a 600 percent increase in students to 60+ in 2018, offer five courses; seen funding growth from a \$75,000 seed-stage angel investment from the NYS Workforce Development Institute to \$250,000 in public/private funds raised; and have tallied hundreds of interactions with employer networks, mentors from software firms and community supporters, partners and volunteers. <https://albanyancode.org>; <https://www.greanetree.com/custom-development>

2017-18 ENTREPRENEUR OF THE YEAR AWARDEES



Devon Crittenden

Urban League of Rochester (ULR)

DEVON CRITTENDEN

BoBo's Chicken Shack

Devon Crittenden overcame a number of challenges in his life, including some ill-advised life decisions, before pursuing his passion to start a food business. In 2013, he found his way

to EAP's business course, which gave him the information and training that made the deciding difference, including an understanding of how to leverage networks. Crittenden went from a net loss in his first year of business to working with four employees and grossing \$10,000 in monthly revenue. He is now working on bottling his famous BoBo's sauce and getting his own cooking show off the ground.



OTHER 2017-18 ENTREPRENEURIAL ASSISTANCE PROGRAM SUCCESS STORIES

ACCORD

GENESEE VALLEY MEDIA

Nick Davis, now owner and operator of Genesee Valley Media in Andover, N.Y., worked professionally in the digital media field for more than a decade before pursuing his dream of having his own business. He got a needed boost in the spring of 2018 through ACCORD's EAP class that taught him the business of being an entrepreneur. Just before graduating from the EAP class in May, Davis decided to start his business from home and officially began operations in April 2018. Davis's creative and compelling content caught the immediate attention of clients from the likes of Alfred State College and firms as far away as Dallas. His media creations can be found on the company's website: www.geneseevalleymedia.com and on Facebook: www.facebook.com/geneseevalleymedia. Davis says the EAP training "gave me the base knowledge, guidance and really the confidence to follow through with my decision to start the company and continue my path to success." He appreciates the fact that he can still seek technical assistance from EAP whenever he needs help with different aspects of the business. His next step: a larger space that will give local creators a place they can rent without having to travel to Rochester or Buffalo to work.



OTHER 2017-18 ENTREPRENEURIAL ASSISTANCE PROGRAM SUCCESS STORIES

Business Training Institute (BTI)

WILLIAMS VARIETY SHOP

Karen Stockton and Janet Lombard, her sister and business partner, combined their passions for furniture restoration with a flair for interior design to cultivate a niche following in the suburb of New York Mills, with a shop on Main Street and a second location that's now opened on Clinton Street. In 2016, Stockton enrolled in BTI's EAP class to learn the business skills she needed to launch her business. While the EAP was helping her research the industry and market to create a business plan, Stockton started putting the plan in action, attracting and soliciting customers who would become her repeat clients and eventually her word-of-mouth ambassadors.



Stockton has built a steady enough stream of potential customers to keep the company profitable. Lombard is the master furniture restorer who provides distinctive, customized touches to vintage pieces that,

in addition to curated inventory, have given Williams Variety Shop its competitive edge. Stockton says the business posted a profit after six months of operating the two locations and will expand the product line with professional framing services. On May 8, 2018, the Regional District Office of the SBA awarded Williams Variety Shop the Small Business Award of Excellence. While Stockton continues to seek EAP assistance as she updates her business plan for growth, she also volunteers as a mentor to other EAP clients.

OTHER 2017-18 ENTREPRENEURIAL ASSISTANCE PROGRAM SUCCESS STORIES

Washington Heights and Inwood Development Corp (WHIDC) WALKING IN THE LIGHT CORPORATION



Nan Seo, a sweater designer for more than 15 years, became the sole owner of Walking in the Light Corporation, a wholesaler and retailer of women’s cashmere, in June 2016. She was referred to WHIDC in July 2017 by the Small Business Administration. With the assistance of WHIDC business counselor Evelyn Vargas, Seo was referred to Flora Montes, the founder of Bronx Fashion Week, and included in their spring 2017 fashion show. WHIDC is now assisting Seo with an application for the Global NY Fund Grant Program and preparing her for MWBE certification. Seo’s business sources cashmere from Mongolia, Inner Mongolia and from Italy, where the cashmere is processed for production before it is imported to

the United States. In 2016, Seo had gross sales of \$12,000 with losses of \$3,000 after investing her savings to start her business. In 2017, Seo saw an increase in gross sales from \$12,000 to \$30,500 from a pop-up location debut and from participating in trunk shows and trade shows. Walking In The Light Corporation also supports the lives of artisans in the Mongolian fashion industry, through a commitment to use “Fair Mongolian Cashmere” yarn, which is ethical, environmentally sustainable and considered the highest quality cashmere yarn in the world. Each purchase of Nan Seo’s products promotes support for the Mongolian people and communities she works with. Her cashmere collection, now available at two SoHo locations in New York City, was also featured at a November 2017 fashion event that raised funds for “Time In Kids,” a not-for-profit organization helping introduce at-risk NYC public school students to the living arts.



OTHER 2017-18 ENTREPRENEURIAL ASSISTANCE PROGRAM SUCCESS STORIES

HOFSTRA University MY TWO LADIES, LLC

Alexis Mantione got the idea for her invention while knitting a large, bulky blanket—neither straight or circular needles were a good fit for such a project. *My Two Ladies™ Adjustable Straight Knitting Needle System* is quick, easy and efficient. These luxurious needles are handcrafted by expert woodworking artisans in India. The high-quality, 7-inch rosewood needles are attached to a 20” rotating cord with an affixed sliding adjustable stopper to keep



stitches at the forefront of each needle. Mantione wanted to launch My Two Ladies™, but felt she needed to increase her business knowledge to succeed in the marketplace. She enrolled in Hofstra University’s Entrepreneurial Assistance Program in the fall of 2017 to develop a business plan and gain marketing and management skills. That business plan has since won the \$2,500 first prize in the Capital One Bank Business Plan Competition. Mantione filed for both U.S. and international patents and has her product name trademarked. My Two Ladies™ is now featured on The Grommet’s e-commerce innovative products site through their flagship store in Boston, which has a partnership with ACE Hardware showcasing innovative products and companies. In addition to this, she is also selling through a major U.S. distributor and the My Two Ladies™ website. She volunteers teaching NYC students the art of knitting,

makes public speaking appearances and can be seen in popular knitting publications. Since graduating from the EAP, Mantione has completed the QuickBooks skills training certificate program through Hofstra University. Mantione was keynote speaker at the Hofstra’s Annual Awards Luncheon in June 2018 and reported an increase in sales of \$23,000 by the second quarter of 2018. She is eager to grow her business and bring people together through the art of knitting.

TABLE 1
ENTREPRENEURIAL ASSISTANCE PROGRAM
2017-2018 GOALS AND OUTCOMES

Clients	Individual Center Goals	Program Goals ¹	Program Outcomes ²
New Enrollments	10	240	1,151 ³
Prior Year Client Served	10	220	626
Businesses			
Businesses Started	6	144	173
Businesses Saved/Retained	3	72	175
Existing Business Impacts			
Businesses with Increased Sales	5	120	352
Aggregate Amount of Increased Sales	\$150,000	\$3,600,000	\$62,418,766
Businesses with Expanded Employment	3	72	154
New Employees	6	144	483.5
Businesses with Retained Employment	3	72	253
Retained Employees	6	144	1,993
Start-up Business Impacts			
Businesses with Increased Sales	2	48	142
Aggregate Amount of Increased Sales	\$40,000	\$960,000	\$3,540,827
Businesses with Expanded Employment	2	48	78
New Employees	2	48	162.5
Financing Impacts (Start-up and Existing)			
Financial Packages Developed	6	144	150
Financial Packages Secured	4	96	162
Amount of Financing Secured	\$150,000	\$3,600,000	\$6,915,983
Business Plans Developed			
New Enrollments/Prior Year Clients	8	192	297
MWBE Goals			
MWBE Certification Applications Developed	8	192	131
Veteran Program Goals			
New Clients Enrolled	4	96	86
Businesses Started	2	48	18
Business Mentor NY Goals			
New Mentees Enrolled	20	480	296
New Mentors Enrolled	4	96	75
Number of Counseling Matches	10	240	288

¹Program Goals are equal to the sum of individual center goals for 24 centers.

²Program Outcomes captured from EAP on-line database as of October 3, 2018.

³New Enrollment program goals were not increased due to added program goals and new program initiatives.

TABLE 2
ENTREPRENEURIAL ASSISTANCE PROGRAM
2017-2018 MWBE OUTCOMES

MWBE Clients	MWBE Outcomes	% of All Outcomes
New Enrollments	1,044	91%
Prior Year Client Served	573	91%
MWBE Businesses		
Businesses Started	150	86%
Retained Businesses	160	91%
MWBE Existing Businesses		
Businesses with Increased Sales	333	95%
Aggregate Increase in Sales	\$57,022,430	91%
Businesses with Expanded Employment	139	90%
New Employees	368	76%
Businesses with Retained Employment	237	94%
Retained Employees	1,854	93%
MWBE Start-up Businesses		
Businesses with Increased Sales	132	93%
Aggregate Increase in Sales	\$3,242,766	92%
Businesses with Expanded Employment	70	90%
Expanded Employment	149	92%
Financing (MWBE Start-ups and Existing)		
Financial Packages Developed	128	85%
Financial Packages Approved	139	86%
Aggregate Financing Secured	\$5,304,833	77%
MWBE Goals (Start-ups and Existing)		
Number of MWBE Applications Developed	131	100%
Business Plans (MWBE Start-ups and Existing)		
New Enrollees & Prior Year Clients	181	88%

TABLE 3
ENTREPRENEURIAL ASSISTANCE PROGRAM
2017-2018 VETERAN OUTCOMES

Veteran Clients	Veteran Outcomes	% of All Outcomes
New Enrollments	86	7%
Prior Year Client Served	30	5%
Veteran Businesses		
Businesses Started	9	5%
Retained Businesses	6	3%
Existing Veteran Businesses		
Businesses with Increased Sales	3	1%
Aggregate Increase in Sales	\$90,066	0.14%
Businesses with Expanded Employment	3	2%
New Employees	5	1%
Businesses with Retained Employment	1	.4%
Retained Employees	1	0.05%
Start-up Veteran Businesses		
Businesses with Increased Sales	1	1%
Aggregate Increase in Sales	\$10,000	0.28%
Businesses with Expanded Employment	1	1%
Expanded Employment	2	1%
Financing (Veteran Start-ups and Existing)		
Financial Packages Developed	5	3%
Financial Packages Approved	5	3%
Aggregate Financing Secured	\$80,000	1%
MWBE Goals (Veteran Start-ups and Existing)		
Number of MWBE Applications Developed	6	5%
Business Plans (Veteran Start-ups and Existing)		
New Enrollees & Prior Year Clients	16	5%

ENTREPRENEURIAL ASSISTANCE PROGRAM CENTER LISTING

By Empire State Development Region

Organization	Service Area
Region 1: WESTERN NEW YORK	
ACCORD Corporation IBERO and Greater South Buffalo Chamber of Commerce	Allegany, Cattaraugus and Steuben Downtown Buffalo area, Erie and Niagara
Region 2: FINGER LAKES	
Urban League of Rochester, NY, Inc. IBERO – American Action League, Inc.	Erie, Genesee, Monroe, Ontario and Wayne Counties Cayuga, Chemung, Ontario, Schuyler, Seneca, Steuben, Wayne and Yates
Region 3: SOUTHERN TIER	
Binghamton Local Development Corporation	Binghamton, Broome, Chenango, Delaware and Tioga
Region 4: CENTRAL NEW YORK	
South Side Innovation Center / Syracuse University	Cortland, Madison, Onondaga, Oswego and Syracuse
Region 5: NORTH COUNTRY	
Adirondack Economic Development Corporation (AEDC)	Clinton, Essex, Franklin, Fulton, Hamilton, Herkimer, Jefferson, Lewis, Montgomery, Oneida, Oswego, Otsego, Saratoga, St. Lawrence, Warren and Washington
Region 6: MOHAWK VALLEY	
Business Training Institute, Inc. (BTI)	Herkimer, Madison and Oneida Counties
Region 7: MID-HUDSON VALLEY	
Women's Enterprise Development Center, Inc. Women's Enterprise Development Center, Inc.	Westchester Poughkeepsie
Region 8: CAPITAL REGION	
Capital Chamber Foundation, Inc.	Albany, Town of Colonie
Region 9: NEW YORK CITY	
South Bronx Overall Economic Development Corporation (SOBRO) SOBRO Venture – A division of South Bronx Overall Economic Development Corporation (SOBRO VC)	Bronx County Bronx County (Spanish Centered)
CAMBA Bedford Stuyvesant Restoration Corporation Local Development Corporation of East New York (LDCENY)	Brooklyn - Kings County Brooklyn - Kings County Brooklyn - East New York and Brownsville sections
Chinatown Manpower Project, Inc. /Business Outreach Center Hot Bread Kitchen, Ltd Renaissance Economic Development Corporation Washington Heights Inwood Development Corporation	Manhattan - Chinatown (Assistance in Chinese) Manhattan - New York County Manhattan - Chinatown (Assistance in Chinese and Spanish) Manhattan - Washington Heights & Inwood section of NYC (Assistance in English and Spanish)
Business Outreach Center (BOC) Queens Economic Development Corporation	Queens County Queens County
Region 10: LONG ISLAND	
Hofstra University Suffolk County Community College	Nassau and Suffolk Counties Suffolk County



Entrepreneurial Assistance Program

