

**Sources of Information**

**Employment** Inquiries and applications should be directed to the Director, Selective Service System, Attn: RMH, Arlington, VA 22209-2425. Phone, 703-605-4056.

**Procurement** Inquiries should be directed to the Director, Selective Service System, Attn: RML, Arlington, VA 22209-2425. Phone, 703-605-4040.

**Publications** Selective Service Regulations appear in chapter XVI of title 32 of the *Code of Federal Regulations*.

**Requirements of Law** Persons desiring information concerning the requirements of the Military Selective Service Act should contact the National Headquarters of the Selective Service System. Phone, 703-605-4000.

For further information, contact the Office of Public and Congressional Affairs, Selective Service System, Arlington, VA 22209-2425. Phone, 703-605-4100.

**SMALL BUSINESS ADMINISTRATION**

409 Third Street SW., Washington, DC 20416  
Phone, 202-205-6600. Fax, 202-205-7064

Administrator	AIDA ALVAREZ
Deputy Administrator	GINGER LEW
Counselor to the Administrator	JEANNE SADDLER
Chief of Staff	PAUL WEECH
Director, Executive Secretariat	SUSAN WALTHALL, <i>Acting</i>
General Counsel	JOHN T. SPOTILA
Chief Counsel for Advocacy	JERE W. GLOVER
Inspector General	JAMES F. HOOBLER
Chief Financial Officer	LARRY WILSON
Director, National Advisory Council	MICHAEL NOVELLI
Associate Administrator for Disaster Assistance	BERNARD KULIK
Associate Administrator for Field Operations	KENNETH STRAM
Associate Administrator for Public Communications, Marketing, and Customer Service	(VACANCY)
Assistant Administrator for Congressional and Legislative Affairs	KRIS SWEDIN
Assistant Administrator for Equal Employment Opportunity and Civil Rights Compliance	ERLINE PATRICK
Assistant Administrator for Hearings and Appeals	MONA MITNICK
Associate Deputy Administrator for Management and Administration	ANTONELLA PIANALTO
Assistant Administrator for Administration	THOMAS DUMARESQ
Assistant Administrator for Human Resources	CAROLYN J. SMITH
Assistant Administrator for Information Resources Management	LAWRENCE E. BARRETT
Associate Deputy Administrator for Economic Development	JEANNE SCLATER, <i>Acting</i>
Associate Administrator for Business Initiatives	MONIKA HARRISON
Associate Administrator for Financial Assistance	JANE BUTLER, <i>Acting</i>

Associate Administrator for Investment	DON CHRISTENSEN
Associate Administrator for Small Business Development Centers	JOHNNIE ALBERTSON
Associate Administrator for Surety Guarantees	ROBERT J. MOFFITT
Assistant Administrator for International Trade	EILEEN CASSIDY
Assistant Administrator for Native American Affairs	QUANAH C. STAMPS
Assistant Administrator for Veterans Affairs	LEON J. BECHET
Assistant Administrator for Women's Business Ownership	SHERRY HENRY
Associate Deputy Administrator for Government Contracting and Minority Enterprise Development	CALVIN JENKINS, <i>Acting</i>
Associate Administrator for Government Contracting	JUDITH A. ROUSSEL
Associate Administrator for Minority Enterprise Development	WILLIAM FISHER, <i>Acting</i>
Assistant Administrator for Size Standards	GARY M. JACKSON
Assistant Administrator for Technology	DANIEL O. HILL

[For the Small Business Administration statement of organization, see the *Code of Federal Regulations*, Title 13, Part 101]

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*The fundamental purposes of the Small Business Administration are to aid, counsel, assist, and protect the interests of small business; ensure that small business concerns receive a fair portion of Government purchases, contracts, and subcontracts, as well as of the sales of Government property; make loans to small business concerns, State and local development companies, and the victims of floods or other catastrophes, or of certain types of economic injury; and license, regulate, and make loans to small business investment companies.*

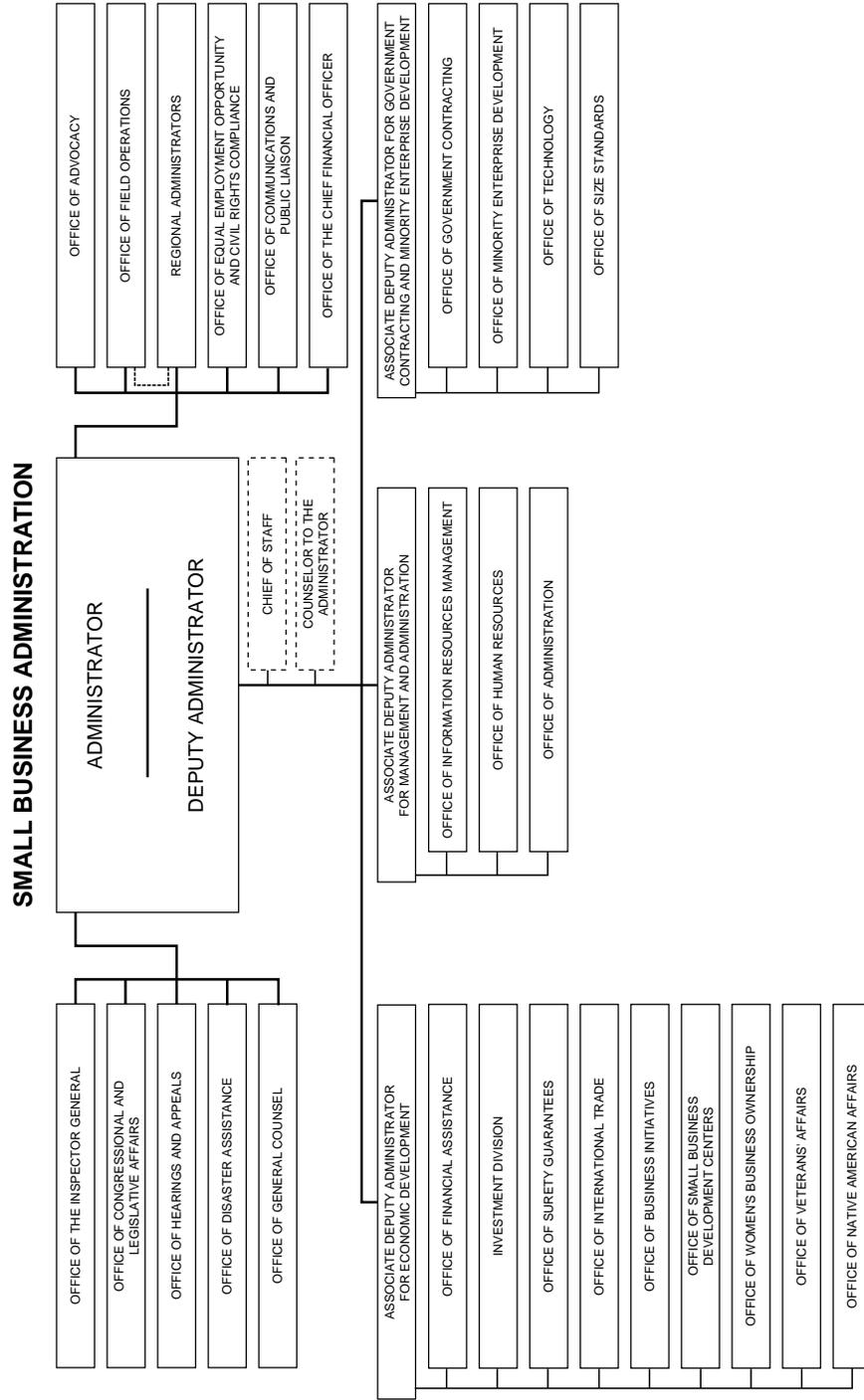
The Small Business Administration (SBA) was created by the Small Business Act of 1953 and derives its present existence and authority from the Small Business Act (15 U.S.C. 631 *et seq.*). It also derives its authority from the Small Business Investment Act of 1958 (15 U.S.C. 661). The Secretary of Commerce has delegated to the Administration certain responsibilities and functions under section 202 of the Public Works and Economic Development Act of 1965 (42 U.S.C. 3142) and is further authorized to delegate to the Administrator certain responsibilities and functions under chapter 3 of the Trade Act of 1974 (19 U.S.C. 2101).

### Activities

**Financial Assistance** The Administration provides its guaranty to lending institutions which make loans to

small businesses to help them finance plant construction, conversion, or expansion and acquire equipment, facilities, machinery, supplies, or materials. It also provides them with working capital. Since enactment of the act of June 4, 1976 (90 Stat. 663), farms are included within the term "small business concerns."

The Administration may provide loan guarantees to finance residential or commercial construction or rehabilitation for sale as well as revolving lines of credit, including those for export purposes, to qualified employee trusts. The Administration may finance small firms that manufacture, sell, install, service, or develop specific energy measures including engineering, architectural, consulting, or other professional services connected with eligible energy measures.



The Administration may also provide assistance, through loans and grants to nonprofit organizations, to very small businesses needing small-scale (microloan) financing and technical assistance.

Under the provisions of sections 501–506 of the Small Business Investment Act (15 U.S.C. 695, 696), loans are made to State and local development companies who likewise assist small businesses by providing long-term loans for the acquisition of land and buildings, construction, conversion, or expansion of facilities, and the purchase of machinery and equipment.

**For further information, contact the nearest Small Business Administration district office.**

**Disaster Assistance** The Administration serves as the Federal disaster bank for nonfarm, private sector losses. It lends money to help the victims of floods, riots, or other catastrophes repair or replace most disaster-damaged property. Direct loans with subsidized interest rates are made to assist individuals, homeowners, businesses of all sizes and nonprofit organizations. In addition, low interest long-term loans are available to small businesses and small agricultural cooperatives without credit elsewhere that have sustained substantial economic injury resulting from natural disasters.

**For further information, contact the Office of Disaster Assistance. Phone, 202–205–6734.**

**Investment** The Administration licenses, regulates, and provides financial assistance to small business investment companies and section 301(d) licensees (formerly minority enterprise small business investment companies). The sole function of these investment companies is to provide venture capital in the form of equity financing, long-term loan funds, and management services to small business concerns.

**For further information, contact the Investment Division. Phone, 202–205–6510.**

**Surety Bonds** Through its Surety Bond Guarantee Program, the Administration helps to make the contract bonding process accessible to small and emerging

contractors who find bonding unavailable. It will guarantee to reimburse a qualified surety up to 90 percent of losses incurred under bid, payment, or performance bonds issued to small contractors on contracts valued up to \$1.25 million. The contracts may be for construction, supplies, manufacturing, or services provided by either a prime contractor or subcontractor for governmental or nongovernmental work.

**For further information, contact the Office of Surety Guarantee. Phone, 202–205–6540.**

**Government Contracting** The Administration works closely with purchasing agencies of the Federal Government and with the Nation's leading contractors in developing policies and procedures that will increase the number of contracts going to small business.

The Administration provides a wide range of services to small firms to help them obtain and fulfill Government contracts and subcontracts. It sets aside suitable Government purchases for competitive award to small business concerns and provides an appeal procedure for a low-bidding small firm whose ability to perform a contract is questioned by the contracting officer. The Administration develops subcontract opportunities for small businesses by maintaining close contact with prime contractors and referring qualified small firms to them. It cooperates with Federal agencies in setting procurement goals for small businesses, small disadvantaged businesses, and small women-owned businesses for prime contracts and subcontracts.

The Administration maintains a computerized small business source referral system that provides qualified sources for Federal Government and large business procurements. It cooperates with Government agencies in ensuring that small firms have an opportunity to procure a fair share of Government property, such as timber, royalty oil, strategic materials, and mineral leases, that is sold to the private sector. The Administration also works with Federal agencies to ensure that

small firms have a fair opportunity to acquire surplus Government property.

**For further information, contact the Office of Government Contracting. Phone, 202-205-6460.**

**Business Initiatives** The Administration develops and cosponsors counseling, education, and training for small businesses. The Administration has forged ongoing partnerships with resource partners to deliver most of the business education and training programs offered annually at low cost. One-on-one counseling is provided free of charge by the Service Corps of Retired Executives.

The Business Information Center (BIC) program is among the most innovative methods of providing small business owners with a one-stop approach to information, education, and training. The Centers combine the latest computer technology, hardware, and software, an extensive small business reference library of hard copy books and publications, and current management videotapes to help clients venture into new business areas. The use of software for a variety of business applications offers clients of all types a means of addressing their diverse needs. Although most BIC's are stand-alone centers, in empowerment zones BIC's will form the core element of one-stop capital shops.

In addition to education and training events, SBA cosponsors fact sheets and other materials, ranging from short, single-topic flyers to detailed publications, on a variety of business management and growth topics.

Among the most visible public/private sector cosponsorships undertaken by SBA are those involving major corporations and the national Business Information Center network.

**For further information, contact the Office of Business Initiatives. Phone, 202-205-6665.**

#### **Minority Enterprise Development**

Sections 7(j) and 8(a) of the Small Business Act provide the authority for the Minority Enterprise Development Program, designed to promote business ownership by socially and economically disadvantaged persons. Its components include the 8(a) program and the 7(j)

management and technical assistance program.

Participation in the 8(a) program may be made available to small businesses that are at least 51 percent unconditionally owned, controlled, and managed by one or more individuals determined by SBA to be socially and economically disadvantaged. In order to gain approval for participation in the 8(a) program, the firms must sell goods and/or services that the Federal Government purchases, and demonstrate the potential for successful business development.

Program participants receive a wide variety of services from SBA including management and technical assistance, loans, and Federal contracts. Under 8(a) program authority, SBA contracts with Federal Government entities to provide goods and services and, in turn, subcontracts the performance of these contracts to 8(a) program participants.

Information regarding the program and 8(a) program applications are provided by SBA's district offices. The Division of Program Certification and Eligibility addresses issues related to 8(a) program eligibility. The Division of Business Development handles matters related to 8(a) contract awards and the business development of 8(a) participant firms.

Under section 7(j) program authority, SBA provides management and technical assistance to section 8(a) program participants, other socially and economically disadvantaged persons, and those businesses operating in low-income or high-unemployment areas. The Administration enters into cooperative agreements and contracts with qualified organizations and individuals, including businesses, State and local governments, educational institutions, Indian tribes, and nonprofit organizations to provide this assistance. At the local level, services are provided on a one-to-one basis in the areas of bookkeeping and accounting services, production, engineering and technical advice, feasibility studies, marketing analysis and advertising expertise, legal services, and specialized management training. The Administration also funds innovative programs to provide for services in such areas as transition

management for 8(a) firms, competitive marketing strategies, financing, comprehensive business plans, and financial management services.

For further information, contact the Office of Minority Enterprise Development. Phone, 202-205-6412.

**Advocacy** The Office of Advocacy is mandated by Congress to serve as an independent spokesperson within public policy councils for the more than 22.5 million small businesses throughout the country. The Office is headed by the Chief Counsel for Advocacy, appointed by the President with the advice and consent of the Senate, who advances the views, concerns, and interests of small business before the Congress, the White House, and Federal and State regulatory agencies. The Chief Counsel has specific responsibilities for monitoring the compliance of Federal agencies with the Regulatory Flexibility Act (5 U.S.C. 601), which requires that Federal agencies analyze the impact of their regulations on small entities and consider less burdensome alternatives. The Chief Counsel is also empowered to file *amicus curiae* briefs in appellate court proceedings involving compliance with the act.

The Office of Advocacy is one of the leading national sources for information on the state of small business and the issues that affect small business success and growth. It conducts economic and statistical research into matters affecting the competitive strength of small business and analyzes the impact of Federal laws, regulations, and programs on small businesses, making recommendations to policymakers for appropriate adjustments to meet the special needs of small business.

Additionally, regional advocates enhance communication between the small business community and the Chief Counsel. As the Chief Counsel's direct link to local business owners, State and local government agencies, State legislatures, and small business organizations, they help identify new issues and problems of small business by monitoring the effect of Federal and State regulations and policies on the

local business communities within their regions.

For further information, contact the Office of Advocacy. Phone, 202-205-6533.

**Women's Business Ownership** The Office of Women's Business Ownership (OWBO) is authorized in section 412 of the Small Business Act to provide assistance to the increasing number of current and potential woman business owners, and to act as their advocate in the public and private sector. It is the only office in the Federal Government specifically targeted to the Nation's women business owners, assisting them in becoming full partners in economic development through technical, financial, and management information and training, business skills counseling, and research.

Through a network of local SBA offices, OWBO offers a wide range of education and training services and resources. The Women's Business Ownership Act of 1988 and the Women's Business Development Act of 1991 authorized SBA to establish demonstration projects to provide long-term training and counseling for women at every stage of their entrepreneurial career. There are currently 53 Women's Business Centers in 28 States and the District of Columbia, which provide community-based training and assistance on financial, management, marketing, and procurement matters through a 3-year grant which must be matched by nonfederal funds. The centers offer assistance to current and potential women business owners, tailored to the particular needs of the community.

The Women's Network for Entrepreneurial Training (WNET) is a year-long mentoring program linking seasoned entrepreneurs with women whose businesses are poised for growth. Featuring the group mentoring format of the WNET Roundtable, the program aims to help entrepreneurs avoid the common mistakes of new business owners.

The Office of Government Contracting and OWOB have initiated a women's procurement pilot program with 11 major Federal procurement agencies, with the goal of expanding the pool of

women-owned businesses receiving Federal contracts. These efforts include trade fairs, marketing activities, publications on Federal contracting, and utilization of SBA's Procurement Automated Source System (PASS).

In addition, the Women's Prequalification Pilot Loan program, offered through district offices nationwide, enables women to prequalify for an SBA loan guaranty before going to a lender. The program focuses on the character, credit, experience, and repayment ability of the applicant.

**For further information, contact the Office of Women's Business Ownership. Phone, 202-205-6673. Internet, <http://www.sbaonline.sba.gov/womeninbusiness/>.**

**Veterans Affairs** The Office of Veterans' Affairs (OVA) carries out the Veterans Affairs program to ensure that SBA gives special consideration in all its programs to veterans, their dependents, and survivors. The program helps those who have dedicated significant portions of their lives to the defense of the ideals which make entrepreneurship possible in our Nation. The Office works with the Nation's 27 million veterans and the nearly 500,000 military personnel affected by downsizing. It is the only Federal Government office dedicated exclusively to helping veterans who want to go into business.

Besides ensuring special consideration, OVA designs procurement and management training programs specifically for veterans, and coordinates veteran training and counseling with other departments of SBA. It also measures veteran participation by monitoring loan, surety bond, procurement, and training activity within SBA. The Office maintains liaison with other veteran and veteran-related organizations to accomplish its goals.

**For further information, contact the Office of Veterans Affairs. Phone, 202-205-6773.**

**Technology** The Office of Technology has authority and responsibility for coordinating and monitoring the governmentwide activities of the Small Business Innovation Research program

(SBIR). In accordance with the Small Business Research and Development Enhancement Act of 1992, as amended (15 U.S.C. 631 note), the Office develops and issues policy directives for the general conduct of the programs within the Federal Government and maintains a source file and information program to provide each interested and qualified small business concern with information on opportunities to compete for SBIR program awards. The Office also coordinates with each participating Federal agency in developing a master release schedule of all program solicitations; publishes the *Presolicitation Announcement* quarterly, which contains pertinent facts on upcoming solicitations; and surveys and monitors program operations within the Federal Government and reports on the progress of the program each year to Congress.

The Office has four main objectives: to expand and improve SBIR; to increase private sector commercialization of technology developed through Federal research and development; to increase small business participation in Federal research and development; and to improve the dissemination of information concerning SBIR, particularly with regard to participation by women-owned small business concerns and by socially and economically disadvantaged small business concerns.

**For further information, contact the Office of Technology. Phone, 202-205-6450.**

**International Trade** The Office of International Trade provides export financing to small businesses. It administers the Export Working Capital program, which provides short-term, transaction-specific financing for exporting, including pre-export financing of labor and materials, financing receivables generated from these sales, and standby letters of credit used as performance bonds or payment guarantees to foreign buyers.

The Office is a major participant in the U.S. Export Assistance Center (USEAC) initiative, authorized by section 202 of the Export Enhancement Act of 1992. The Centers provide a single point of contact for all Federal export

promotion and finance programs in the following cities: Atlanta, GA; Baltimore, MD; Boston, MA; Chicago, IL; Cleveland, OH; Dallas, TX; Denver, CO; Detroit, MI; Long Beach, CA; Miami, FL; New Orleans, LA; New York, NY; Philadelphia, PA; Seattle, WA; and; St. Louis, MO. They integrate representatives of the Department of Commerce, the Small Business Administration, the Export-Import Bank of the United States, and the Agency for International Development to deliver services directly and refer clients to appropriate public and private sector partners.

The Office develops and recommends agency policy and procedures to effectively deliver the International Trade program, provides tools for SBA's resource partners, and coordinates activities with agency resource partners and USEAC's to improve accessibility to its programs. The Office also coordinates with other Federal agencies under the auspices of the Trade Promotion Coordinating Committee (TPCC) to ensure that trade promotion information and trade events are communicated to the small business community. The Office also works with agencies of the TPCC in coordinating and facilitating trade between the U.S. small business community and businesses and governments of other countries.

For further information, contact the Office of International Trade. Phone, 202-205-6720.

**Small Business Development Centers**  
Small Business Development Centers

provide counseling and training to existing and prospective small business owners. The Centers operate in every State, at approximately 1,000 locations around the country, including Puerto Rico, the U.S. Virgin Islands, and Guam. Each Center is a partner with the State government in economic development activities to support and assist small businesses. The Office of Small Business Development Centers develops national policies and goals in accordance with the Small Business Act of 1958, as amended. It establishes standards for the selection and performance of Centers; monitors compliance with applicable Office of Management and Budget circulars and laws; and implements new approaches to improve operations of existing centers.

The Office is responsible for coordinating program efforts with other internal activities of the Administration, as well as with the activities of other Federal agencies, and maintains liaison with other Federal, State, and local agencies and private organizations whose activities relate to Small Business Development Centers. It also assesses how the program is affected by substantive developments and policies in other areas of the agency, in other government agencies, and in the private sector.

For further information, contact the Office of Small Business Development Centers. Phone, 202-205-6766.

**Field Offices—Small Business Administration**

(RO: Regional Office; DO: District Office; BO: Branch Office; POD: Post of Duty)

Office	Address	Officer in Charge	Telephone
BOSTON, MA (RO) .....	Suite 812, 10 Causeway St., 02110 .....	Patrick McGowan .....	617-565-8415
Augusta, ME (DO) .....	Rm. 512, 40 Western Ave., 04330 .....	Leroy G. Perry .....	207-622-8378
Boston, MA (DO) .....	Rm. 265, 10 Causeway St., 02222-1093 .....	Mary McAleney .....	617-565-5561
Concord, NH (DO) .....	Suite 202, 143 N. Main St., 03302-1258 .....	William K. Phillips .....	603-225-1400
Hartford, CT (DO) .....	2d Fl., 330 Main St., 06106 .....	JoAnn VanVechten .....	203-240-4700
Montpelier, VT (DO) .....	Rm. 205, 87 State St., 05602 .....	Kenneth Silvia .....	802-828-4422
Providence, RI (DO) .....	5th Fl., 380 Westminster Mall, 02903 .....	Joseph Loddo .....	401-528-4561
Springfield, MA (BO) .....	Rm. 212, 1550 Main St., 01103 .....	Harold Webb .....	413-785-0268
NEW YORK, NY (RO) .....	Rm. 31-08, 26 Federal Plz., 10278 .....	Thomas M. Bettridge .....	212-264-1450
Buffalo, NY (DO) .....	Rm. 1311, 111 W. Huron St., 14202 .....	Franklin J. Sciortino .....	716-551-4305
Elmira, NY (BO) .....	4th Fl., 333 E. Water St., 14901 .....	James J. Cristofaro .....	607-734-8130
Hato Rey, PR (DO) .....	Suite 201, 252 Ponce de Leon Bldg., 00918 .....	(Vacancy) .....	809-766-5572
Melville, NY (BO) .....	Suite 207W, 35 Pinelawn Rd., 11747 .....	Bert Haggerty .....	516-454-0750
New York, NY (DO) .....	Rm. 3100, 26 Federal Plz., 10278 .....	Aubrey A. Rogers .....	212-264-2454
Newark, NJ (DO) .....	4th Fl., 2 Gateway Ctr., 07102 .....	Francisco Marrero .....	201-645-2434
Rochester, NY (BO) .....	Rm. 410, 100 State St., 14614 .....	Peter Flihan .....	716-263-6700

**Field Offices—Small Business Administration—Continued**  
 (RO: Regional Office; DO: District Office; BO: Branch Office; POD: Post of Duty)

Office	Address	Officer in Charge	Telephone
St. Croix, VI (POD) .....	Suite 165, 3013 Golden Rock, 00820 .....	Carl Christensen .....	809-778-5380
St. Thomas, VI (POD) ...	3800 Crown Bay, 00802 .....	(Vacancy) .....	809-774-8530
Syracuse, NY (DO) .....	Rm. 1071, 100 S. Clinton St., 13260 .....	B.J. Paprocki .....	315-448-0414
PHILADELPHIA, PA (RO)	Suite 201, 475 Allendale Rd., King of Prussia, 19406.	Susan M. McCann .....	610-962-3700
Baltimore, MD (DO) .....	Suite 6220, 10 S. Howard St., 21201-2525 .....	Allen Stephenson .....	410-962-4392
Charleston, WV (BO) ...	Rm. 309, 550 Eagan St., 25301 .....	Bill Durham .....	304-347-5220
Clarksburg, WV (DO) ...	5th Fl., 168 W. Main St., 26301 .....	Janet Armstrong .....	304-623-5631
Harrisburg, PA (BO) .....	Rm. 309, 100 Chestnut St., 17101 .....	(Vacancy) .....	717-782-3840
King of Prussia, PA (DO).	Suite 201, 475 Allendale Rd., 19406 .....	Clifton Toulson, Jr. ....	610-962-3800
Pittsburgh, PA (DO) .....	5th Fl., 960 Penn Ave., 15222 .....	Althier Jones .....	412-644-2780
Richmond, VA (DO) .....	Suite 200, 1504 Santa Rosa Rd., 23229 .....	Charles J. Gaston .....	804-771-2400
Washington, DC (DO) ...	1110 Vermont Ave. NW., 20005 .....	Martin Gold, <i>Acting</i> .....	202-606-4000
Wilkes-Barre, PA (BO) ..	Rm. 2327, 20 N. Pennsylvania Ave., 18701-3589.	(Vacancy) .....	717-826-6497
Wilmington, DE (BO) ....	Suite 610, 824 N. Market St., 19801-3011 .....	(Vacancy) .....	302-573-6294
ATLANTA, GA (RO) .....	Suite 496, S. Twr., 30309-2482 .....	Billy M. Paul .....	404-347-4999
Atlanta, GA (DO) .....	6th Fl., 1720 Peachtree Rd. NW., 30309 .....	Laura Brown .....	404-347-4749
Birmingham, AL (DO) ...	Suite 200, 2121 8th Ave. N., 35203-2398 .....	James C. Barksdale .....	205-731-1344
Charlotte, NC (DO) .....	Suite A2015, 200 N. College St., 28202-2137 ...	Gary Cook .....	704-344-6563
Columbia, SC (DO) .....	Rm. 358, 1835 Assembly St., 29201 .....	Elliott Cooper .....	803-765-5376
Coral Gables, FL (DO) ..	Suite 501, 1320 S. Dixie Hwy., 33146-2911 .....	Charles Anderson .....	305-536-5521
Gulfport, MS (BO) .....	Suite 1001, 1 Hancock Plz., 39501-7758 .....	Charles Gillis .....	601-863-4449
Jackson, MS (DO) .....	Suite 400, 101 W. Capitol St., 39201 .....	Janita Stewart .....	601-965-4378
Jacksonville, FL (DO) ...	Suite 100-B, 7825 Baymeadows Way, 32256-7504.	Thomas Short .....	904-443-1900
Louisville, KY (DO) .....	Rm. 188, 600 Dr. M.L. King, Jr. Pl., 40202 .....	William Federhofer .....	502-582-5971
Nashville, TN (DO) .....	Suite 201, 50 Vantage Way, 37228-1500 .....	Dratin Hill .....	615-736-5881
CHICAGO, IL (RO) .....	Rm. 1975, 300 S. Riverside Plz., 60606-6617 ...	Peter Barca .....	312-353-0357
Chicago, IL (DO) .....	Rm. 1250, 500 W. Madison St., 60661-2511 .....	John L. Smith .....	312-353-4528
Cincinnati, OH (BO) .....	Suite 870, 525 Vine St., 45202 .....	Ronald Carlson .....	513-684-2814
Cleveland, OH (DO) .....	Suite 630, 1111 Superior Ave., 44194-2507 .....	Gilbert Goldberg .....	216-522-4180
Columbus, OH (DO) .....	Suite 1400, 2 Nationwide Plz., 43215-2592 .....	Frank D. Ray .....	614-469-6860
Detroit, MI (DO) .....	Rm. 515, 477 Michigan Ave., 48226 .....	Dwight Reynolds .....	313-226-6075
Indianapolis, IN (DO) ....	Suite 100, 429 N. Pennsylvania, 46204-1873 .....	Janice Wolfe .....	317-226-7272
Madison, WI (DO) .....	Rm. 213, 212 E. Washington Ave., 53703 .....	Curtis A. Charter .....	608-264-5261
Marquette, MI (BO) .....	Suite 11, 228 W. Washington, 49885 .....	Paul Jacobson .....	906-225-1108
Milwaukee, WI (BO) .....	Suite 400, 310 W. Wisconsin Ave., 53203 .....	Michael Kiser .....	414-297-3941
Minneapolis, MN (DO) ...	Suite 610, 100 N. 6th St., 55403-1563 .....	Edward A. Daum .....	612-370-2324
Springfield, IL (BO) .....	Suite 302, 511 W. Capitol Ave., 62704 .....	D.I. Brookhart .....	217-492-4416
FORT WORTH, TX (RO) ..	Suite 108, 4300 Amon Carter Blvd., 76155 .....	James W. Breedlove .....	817-885-6581
Albuquerque, NM (DO) .....	Suite 320, 625 Silver Ave. SW., 87102 .....	Tommy W. Dowell .....	505-766-1870
Corpus Christi, TX (BO) ..	Suite 1200, 606 N. Carancahua, 78476 .....	Jesse Sendejo .....	512-888-3331
El Paso, TX (DO) .....	Suite 320, 10737 Gateway W., 79935 .....	Carlos Mendoza .....	915-540-5676
Fort Worth, TX (DO) .....	Suite 114, 4300 Amon Carter Blvd., 76155 .....	James S. Reed .....	817-885-6500
Harlingen, TX (DO) .....	Rm. 500, 222 E. Van Buren St., 78550-6855 .....	Miguel Cavazos .....	512-427-8533
Houston, TX (DO) .....	Suite 550, 9301 Southwest Fwy., 77074-1591 ...	Milton Wilson .....	210-427-8625
Little Rock, AR (DO) ....	Suite 100, 2120 Riverfront Dr., 72202 .....	Joseph Foglia .....	501-324-5278
Lubbock, TX (DO) .....	Suite 200, 1611 10th St., 79401 .....	(Vacancy) .....	806-743-7462
New Orleans, LA (DO) ..	Suite 2250, 365 Canal St., 70130 .....	Abby Carter .....	504-589-6685
Oklahoma City, OK (DO) ..	Suite 1300, 210 Park Ave., 73102 .....	Ray Harshman .....	405-231-4301
San Antonio, TX (DO) ...	Rm. A-527, 727 Durango Blvd., 78206-1204 .....	Rodney Martin .....	210-229-5900
KANSAS CITY, MO (RO)	Suite 307, 323 W. 8th St., 64105-1500 .....	Bruce W. Kent .....	816-374-6380
Cedar Rapids, IA (DO) ..	Suite 200, 215 4th Ave. SE., 52401-1806 .....	James Thomson .....	319-362-6405
Des Moines, IA (DO) .....	Rm. 749, 210 Walnut St., 50309-2186 .....	Conrad E. Lawlor .....	515-284-4422
Kansas City, MO (DO) ..	Suite 501, 323 W. 8th St., 64105 .....	Dorothy Kleeschulte .....	816-374-6708
Omaha, NE (DO) .....	11145 Mill Valley Rd., 68154 .....	Glenn Davis .....	402-221-4691
Springfield, MO (BO) ....	Suite 110, 620 S. Glenstone St., 65802-3200 .....	James R. Combs, <i>Acting</i> .....	417-864-7670
St. Louis, MO (DO) .....	Rm. 242, 815 Olive St., 63101 .....	Robert L. Andrews .....	314-539-6600
Wichita, KS (DO) .....	Suite 510, 100 E. English St., 67202 .....	Elizabeth Auer .....	316-269-6616
DENVER, CO (RO) .....	Suite 400, 721 19th St., 80202-2599 .....	Thomas J. Redder .....	303-844-0500
Casper, WY (DO) .....	Rm. 4001, 100 E. B St., 82602-2839 .....	James Gallogly .....	307-261-6500
Denver, CO (DO) .....	Suite 426, 721 19th St., 80202-2599 .....	Antonio Valdez .....	303-844-3984
Fargo, ND (DO) .....	Rm. 219, 657 2d Ave. N., 58108-3086 .....	James L. Stai .....	701-239-5131
Helena, MT (DO) .....	Rm. 334, 301 S. Park, 59626 .....	Jo Alice Mospan .....	406-441-1081
Salt Lake City, UT (DO) ..	Rm. 2237, 125 S. State St., 84138-1195 .....	Stan Nakano .....	801-524-5804
Sioux Falls, SD (DO) ....	Suite 200, 110 S. Phillips Ave., 57102-1109 .....	Gene Van Arsdale .....	605-330-4231
SAN FRANCISCO, CA (RO).	20th Fl., 71 Stevenson St., 94105-2939 .....	Viola Canales .....	415-975-4859
Agana, GU (BO) .....	Suite 302, 400 Rt. 8, Mongmong, 96927 .....	Kenneth Lujan .....	671-472-7277
Fresno, CA (DO) .....	Suite 107, 2719 N. Air Fresno Dr., 93727-1547 .....	Peter Bergin .....	209-487-5189

**Field Offices—Small Business Administration—Continued**

(RO: Regional Office; DO: District Office; BO: Branch Office; POD: Post of Duty)

Office	Address	Officer in Charge	Telephone
Glendale, CA (DO) .....	Suite 1200, 330 N. Brand Blvd., 91203-2304 .....	Alberto Alvarado .....	818-552-3210
Honolulu, HI (DO) .....	Rm. 2314, 300 Ala Moana Blvd., 96850-4981 ....	Andrew PoePoe .....	808-541-2990
Las Vegas, NV (DO) .....	Rm. 301, 301 E. Stewart St., 89101 .....	John Scott .....	702-388-6611
Phoenix, AZ (DO) .....	Suite 800, 2828 N. Central Ave., 85004-1093 ....	James P. Guyer .....	602-640-2316
Sacramento, CA (DO) ...	Rm. 215, 660 J St., 95814-2413 .....	Roberta L. Conner .....	916-498-6410
San Diego, CA (DO) .....	Suite 550, 550 W. C St., 92188-3540 .....	George P. Chandler, Jr. ..	619-557-7252
San Francisco, CA (DO)	4th Fl., 211 Main St., 94105-1988 .....	Mark Quinn .....	415-744-6820
Santa Ana, CA (DO) .....	Suite 700, 200 W. Santa Ana Blvd., 92701 .....	Sandra Sutton .....	714-550-7420
SEATTLE, WA (RO) .....	Suite 1805, 1200 6th Ave., 98101-1128 .....	Gretchen Sorensen .....	206-553-5676
Anchorage, AK (DO) .....	Rm. A36, 222 W. 8th Ave., 99513-7559 .....	Frank Cox .....	907-271-4022
Boise, ID (DO) .....	Suite 290, 1020 Main St., 83702-5745 .....	Thomas Bergdoll .....	208-334-1696
Portland, OR (DO) .....	Suite 500, 222 SW. Columbia, 97201-6695 .....	John L. Gilman .....	503-326-2682
Seattle, WA (DO) .....	Suite 1700, 1200 6th Ave., 98101-1128 .....	Robert P. Meredith .....	206-553-7310
Spokane, WA (DO) .....	10th Fl., W. 601 1st Ave., 99204-0317 .....	Robert Wiebe .....	509-353-2810

**Disaster Area Offices**

Office	Address	Telephone
Atlanta, GA .....	Suite 300, 1 Baltimore Pl., 30308 .....	404-347-3771
Fort Worth, TX .....	Suite 102, 4400 Amon Carter Blvd., 76155 .....	817-885-7600
Niagara Falls, NY .....	3d Fl., 360 Rainbow Blvd. S., 14303 .....	716-282-4612
Sacramento, CA .....	Suite 208, 1825 Bell St., 95825 .....	916-566-7246

**Regional Administrators**

Region/Address	Administrator	Telephone
Boston, MA (Suite 812, 10 Causeway St., 02110) .....	Patrick K. McGowan .....	617-565-8415
New York, NY (Rm. 31-08, 26 Federal Plz., 10278) .....	Thomas M. Bettridge .....	212-264-1450
Philadelphia, PA (Suite 201, 475 Allendale Rd., King of Prussia, 19406 ...	Susan M. McCann .....	610-962-3710
Atlanta, GA (Suite 496, 1720 Peachtree Rd. NW., 30309) .....	Billy M. Paul .....	404-347-4999
Chicago, IL (Rm. 1975, 300 S. Riverside Plz., 60606-6611) .....	Peter Barca .....	312-353-0357
Fort Worth, TX (Suite 108, 4300 Amon Carter Blvd., 76155) .....	James W. Breedlove .....	817-885-6581
Kansas City, MO (13th Fl., 911 Walnut St., 64106) .....	Bruce W. Kent .....	816-374-6380
Denver, CO (Suite 400, 721 19th St., 80202-2599) .....	Thomas J. Redder .....	303-844-0500
San Francisco, CA (20th Fl., 71 Stevenson St., 94105-2939) .....	Viola Canales .....	415-975-4804
Seattle, WA (S-1805, 1200 6th Ave., 98101-1128) .....	Gretchen Sorensen .....	206-553-0291

**Sources of Information**

**Electronic Access** Information on the Small Business Administration is available electronically by various means. Internet, <http://www.sbaonline.sba.gov/>. Gopher, <gopher://gopher.sbaonline.sba.gov>. FTP, <ftp://ftp.sbaonline.sba.gov>. Telnet, <sbaonline.sba.gov>.

Access the U.S. Business Adviser through the Internet, at <http://www.business.gov/>.

Access the Administration's electronic bulletin board by modem at 800-697-4636 (limited access), 900-463-4636 (full access), or 202-401-9600 (Washington, DC, metropolitan area).

**General Information** Contact the nearest Small Business Administration field office listed above, or call the SBA answer desk. Phone, 800-8-ASK-SBA. Fax, 202-205-7064. TDD, 704-344-6640.

**Publications** A free copy of *The Resource Directory for Small Business Management*, a listing of for-sale publications and videotapes, is available from any local SBA office or the SBA answer desk.

For further information, contact the Office of Public Communications, Marketing and Customer Service, Small Business Administration, 409 Third Street SW., Washington, DC 20416. Phone, 202-205-6740.

## SOCIAL SECURITY ADMINISTRATION

6401 Security Boulevard, Baltimore, MD 21235  
Phone, 410-965-1234

Commissioner of Social Security	JOHN J. CALLAHAN, <i>Acting</i>
Principal Deputy Commissioner	JOHN R. DYER, <i>Acting</i>
Chief of Staff	BRIAN D. COYNE
Chief Actuary	HARRY C. BALLANTYNE
General Counsel	ARTHUR J. FRIED
Inspector General	DAVID C. WILLIAMS
Deputy Commissioner for Communications	JOAN E. WAINWRIGHT
Deputy Commissioner for Finance, Assessment, and Management/Chief Financial Officer	DALE W. SOPPER, <i>Acting</i>
Deputy Commissioner for Human Resources	PAUL D. BARNES
Deputy Commissioner for Legislation and Congressional Affairs	JUDY L. CHESSER
Deputy Commissioner for Operations	JANICE L. WARDEN
Deputy Commissioner for Programs and Policy	CAROLYN W. COLVIN
Deputy Commissioner for Systems	D. DEAN MESTERHARM

[For the Social Security Administration statement of organization, see the Code of Federal Regulations, Title 20, Part 422]

*The Social Security Administration manages the Nation's social insurance program, consisting of retirement, survivors, and disability insurance programs, commonly known as Social Security. It also administers the Supplemental Security Income program for the aged, blind, and disabled. The Administration is responsible for studying the problems of poverty and economic insecurity among Americans and making recommendations on effective methods for solving these problems through social insurance. The Administration also assigns Social Security numbers to U.S. citizens and maintains earnings records for workers under their Social Security numbers.*

The Social Security Administration (SSA) was established by Reorganization Plan No. 2 of 1946 (5 U.S.C. app.), effective July 16, 1946. It became an independent agency in the executive branch by the Social Security Independence and Program Improvements Act of 1994 (42 U.S.C. 901), effective March 31, 1995.

The Administration is headed by a Commissioner, appointed by the President with the advice and consent of the Senate.

In administering the programs necessary to carry out the agency's mission, by law the Commissioner is assisted by a Deputy Commissioner, who

performs duties assigned or delegated by the Commissioner; a Chief Financial Officer; a General Counsel; a Chief Actuary; and an Inspector General.

### Programs and Activities

**Old-Age, Survivors, and Disability Insurance** The agency administers these social insurance programs, which provide monthly benefits to retired and disabled workers, their spouses and children, and to survivors of insured workers. Financing is under a system of contributory social insurance, whereby employees, employers, and the self-employed pay contributions that are