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Wilmington skyline, courtesy of Tim Kider on Wikimedia Commons; Rehoboth Beach, courtesy of Bob Bowie on Unsplash; Don Chupp, photo courtesy of Fireside Partners
Let us help give voice to your story.

SCOPE OF SERVICES

Brand Voice  
Articles  
Blogs  
Website Content  
Social Media Posts  
Email Content  
Brochures  
Catalogs  
Visitor Guides  
Books  
Copywriting  
Photography  
Videos

We have all heard the phrase “content is king.” Creating rich, engaging, and inspiring content differentiates your brand in the marketplace. But who has time to focus on anything other than running their business?

Narrative works with you to develop the tools to tell your story across all media platforms. Powerful and authentic storytelling helps you stand out. It inspires action. It creates an emotional impact and forges enduring relationships. It separates you from the competition.

To schedule a meeting or to learn more, contact Buddy Butler at buddy@newsouthmediainc.com or call 304.615.9884.
Small businesses power our economy.

The SBA powers small businesses.

Whether you dream of transforming your business idea into a thriving company, growing your customer base, or expanding into new markets or locations, the SBA is here for you. We offer programs, expertise, and access to capital that will empower you to take your small business to the next level of success.

Stop by your local SBA office or visit SBA.gov to learn how you can move your business forward with confidence.
Welcome to the 2019-2020 edition of the U.S. Small Business Administration’s Delaware Small Business Resource Guide. Since being the first to ratify the U.S. Constitution more than 200 years ago, Delawareans’ trailblazing spirit continues into the entrepreneurial sphere. In the First State, public and private sector innovators create a first-rate entrepreneurial environment. Delaware is home to over 77,000 small businesses employing nearly half of the state’s workforce.

The SBA helps make the American dream of small business ownership a reality. We are the only federal agency dedicated to helping our 30 million small businesses start, grow, expand, or recover after a disaster. The SBA Delaware District Office works with an extensive network of business advisers and lenders to help small businesses at every stage of development.

Across Delaware in the last year, we empowered the state’s small businesses to:

• Find an ally, advocate or mentor via our Delaware SBA Resource Partners, which include SCORE, the Delaware Small Business Development Center, and the Women’s Business Center, all powered by the SBA.
• Access over $73 million in SBA-guaranteed loans using 38 local banks, credit unions, community-based lenders, and microlenders. The 212 businesses that qualified for SBA financing have hired thousands of new employees, bought needed equipment, and built or renovated facilities.
• Secure over $115.8 million in federal contracting awards.

Delaware’s small business environment aligns with the Mid-Atlantic region as a hub for innovative entrepreneurship. Together with our resource partners, SBA Delaware is proud to help local entrepreneurs navigate that economic landscape. Stay up to date on SBA events near you and get valuable Delaware business information by following us on Twitter @SBA_Delaware. Register for email updates at sba.gov/updates. Use our Small Business Resource Guide to power your dream of starting, growing, or expanding your small business in Delaware.

Sincerely,

John Fleming
District Director
Made to Last

Joyce and Jerado Reynolds used SBA support to succeed.

Written by Micaela Morrissette
Reynolds Welding & Fabrication has grown steadily, building a loyal customer base, since Jerado Reynolds founded the company in 2005.

“At first the company was just Jerado,” recalls his wife and co-owner, Joyce Reynolds. “Then it was him and me part time.” During the day she worked as a nurse and spent her evenings doing all the company’s paperwork. The Reynolds sank everything they earned into the business—money, time, and energy. She remembers with pride helping Jerado weld a stair railing at a local school. Her son later attended that same school, and she watched her child and others using the rail, benefiting from the hard work the couple did together. It was then Joyce decided as much as she loved her day job, she wanted to devote herself full time to the family business in Windsor, Connecticut. She wanted to work side-by-side with her husband, fully focused on administration and business growth. As they both hoped, word of mouth spread; clients made referrals. Joyce was soon overwhelmed with paperwork. They brought on two employees—doubling up in the busy seasons. They were able to maintain four full-time employees by 2009. After this, Joyce says, they saw that “things were not moving.” She wanted to scale up.

Challenge
The company wasn’t growing in part because it wasn’t certified with the state department of transportation or prequalified with the Connecticut State Department of Administrative Services, Joyce says. She decided to tackle the certification problem full time, leaving her nursing career. This was the change she’d been wanting to make, but since her background was in health care, Joyce didn’t feel fluent in the languages of construction or business. Joyce wanted to learn, and she had incentive: they needed the certifications to bid on bigger jobs. “Never be afraid to ask questions,” she says. Joyce needed to find people with answers.

Solution
She and Jerado connected with the University of Hartford Entrepreneurial Center & Women’s Business Center, an SBA Resource Partner, where “from day one it was, Eureka! Everyone wanted to see us win.” Women entrepreneurs receive essential business counseling and training from this national network of community-based centers. Most helpful was the detailed personal attention available through free one-on-one business counseling. Joyce also learned about workshops offered by providers like the Metropolitan District, a Connecticut nonprofit municipal corporation offering water and sewer services. At a meet-and-greet, Joyce understood how much the SBA could help her business. An SBA professional walked Joyce through the extensive paperwork and, crucially, helped her register the company in the System for Award Management (sam.gov), positioning the company for new federal contracts.

“Resources like the Entrepreneurial Center and the SBA will train you from bottom to top,” Joyce says. “They have finance classes that open your eyes regarding taxes. You’ll learn how to register your business. They’ll help with a contract or your website or accountability statements. Everything!”

Before the SBA, Reynolds Welding attempted the DOT certification on five separate occasions, always falling short because the process was so complicated. Joyce secured the certification with SBA guidance on the first attempt.

Benefit
Reynolds Welding now employs more than 15 workers, constructing stairs, rails, structural beams, and columns throughout the region. Jerado is working on two bridges—a lifelong dream. Joyce continues to move forward, getting Reynolds qualified for the SBA 8(a) Business Development Program, which provides free business development education to small businesses so they can better compete in the public sector. “When I came on full time, I set a goal for what I would like for the company, and I’ve achieved 80% of that,” Joyce says. When she secures 8(a) certification for Reynolds, she’ll have hit all her objectives. Then, she admits, she’ll probably come up with some new ones.

5 Tips for Success

Find a great business mentor. To find your local SBA office and resource partners in your area, visit sba.gov/localresources.

Have a healthy view of competition. We’re not always competing. We’re a competitor, but if a similar business has extra work, they’ll send it to us and vice versa. That’s the relationship to have.

Record everything you do. Navigating business relationships in this age means keeping an email record of everything you do. Leave a clear paper trail.

Sacrifice to ensure quality. We don’t cut corners. Sometimes you have to lose money to do quality work—it’s rough, but nothing is more important.

Seek SBA assistance to see if you qualify for business certifications. We used to look for jobs. Now that we’re on the SBA Subcontracting Network database, SubNet, and sam.gov, we have a continuous flow of contractors reaching out to us.

Success Tips for

Seek SBA assistance to see if you qualify for business certifications.
SBA Resource Partners

No matter your industry, location, or experience, if you have a dream, the SBA is here to help you achieve it. Our SBA Resource Partners offer mentoring, counseling, and training to help you startup and thrive at all stages of the business life cycle. These independent organizations operating across the United States and U.S. territories are funded through SBA cooperative agreements or grants.

### SMALL BUSINESS DEVELOPMENT CENTERS

![Image of a yellow and blue chart with numbers and text]

<table>
<thead>
<tr>
<th>Number</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>950+</td>
<td>Small Business Development Centers</td>
</tr>
</tbody>
</table>

Achieve your dream of business ownership and remain competitive in an ever-changing global economy with assistance from your local SBDC. Access free counseling and free or low-cost training on topics like regulatory compliance, technology development, and international trade. Find an SBDC adviser at sba.gov/sbdc.

### SCORE

![Image of a yellow and blue chart with numbers and text]

<table>
<thead>
<tr>
<th>Number</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>300+</td>
<td>SCORE chapters</td>
</tr>
</tbody>
</table>

Join the ranks of other business owners who have experienced higher revenues and increased growth thanks to SCORE, the nation’s largest network of volunteer business mentors. Experienced executives share real-world knowledge to fit your busy schedule. SCORE mentors are available for free as often as you need, in person, via email or over video chat. Find a mentor at sba.gov/score.

### WOMEN’S BUSINESS CENTERS

![Image of a yellow and blue chart with numbers and text]

<table>
<thead>
<tr>
<th>Number</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>100+</td>
<td>Women’s Business Centers</td>
</tr>
</tbody>
</table>

Women entrepreneurs receive essential business counseling and training from this national network of community-based centers. Each center tailors its services to help you navigate the challenges women often face when starting or growing a business. To learn about SBA resources for women visit sba.gov/women.

### VETERANS BUSINESS OUTREACH CENTERS

![Image of a yellow and blue chart with numbers and text]

<table>
<thead>
<tr>
<th>Number</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>20+</td>
<td>Veterans Business Outreach Centers</td>
</tr>
</tbody>
</table>

Veteran and military entrepreneurs receive business training, counseling, and referrals to other SBA Resource Partners at a Veterans Business Outreach Center, sba.gov/vboc. Receive procurement guidance to better compete for government contracts. VBOCs also serve active duty service members, National Guard or Reserve members, veterans of any era, and military spouses.
Our Local SBA Resource Partners

SBA’s Resource Partners are independent organizations funded through SBA cooperative agreements or grants.

SCORE
Visit sba.gov/score to start working on your business goals. Contact your local office to schedule an appointment.

**Chapter 42**
1105 N. Market St., lobby level
Wilmington
President W. Eric Roberson
(302) 573-6552
william.roberson@scorevolunteer.org
delaware.score.org

Other locations:
Kent County
Herb Konowitz
(302) 661-2366
herbert.konowitz@scorevolunteer.org

Sussex
Len Kidwell
(302) 691-9152
aonebanker@gmail.com

Delaware Small Business Development Centers

**SBDC State Office**
Director Mike Bowman
Associate Director Denita Henderson
1 Innovation Way, suite 300
Newark
(302) 831-1555
delawaresbdc.org

**Delaware SBDC Sussex**
Center Director David G. Root
103 W. Pine St.
Georgetown
(302) 831-1555

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Arthur and Sandra Johnson, owners of 21 Short Stop in Georgia, received assistance from their local Small Business Development Center and SCORE chapter.
Veterans Business Outreach Center

Veteran entrepreneurs or small business owners can receive business training, counseling and mentoring, and referrals to other SBA Resource Partners at a Veterans Business Outreach Center, sba.gov/vboc. This is also the place to receive procurement guidance, which can help your business better compete for government contracts.

Community Business Partnership
Charles McCaffrey
6564 Loisdale Court, suite 600
Springfield, VA
(703) 856-1211
charles@cbponline.org

Women’s Business Center

Women’s Business Center at First State Community Loan Fund
100 W. 10th St., suite 1005
Wilmington
(302) 652-6774
Fax (302) 656-1272
Program Director Sara Crawford-Jones
sjones@firststateloan.org
Program Assistant Dolores Lee
dlee@firststateloan.org
wbc.firststateloan.org

O’Connor Belting, a Delaware family-owned business, expanded with the help of an SBA-guaranteed 7(a) loan.
Your Advocates

The SBA’s offices of advocacy and ombudsman are independent voices for small business within the federal government.

**Advocacy**
When you need a voice within the federal government for your interests as a small business owner, the SBA’s regional advocates are here to assist. The advocates analyze the effects of proposed regulations and consider alternatives that minimize the economic burden on small businesses, governmental jurisdictions, and nonprofits. Find your regional advocate at [sba.gov/advocacy](http://sba.gov/advocacy).

Your advocate helps with these small business issues:

- if your business could be negatively affected by regulations proposed by the government
- if you have contracting issues with a federal agency
- when you need economic and small business statistics
  The SBA’s Office of Advocacy also independently represents small business and advances its concerns before Congress, the White House, federal agencies, federal courts, and state policy makers.

**Ombudsman**
Entrepreneurs who have an issue with an existing federal regulation or policy can receive assistance from the SBA’s national ombudsman.

The ombudsman’s office helps you:

- resolve regulatory disputes with federal agencies
- reduce unfair penalties and fines
- seek remedies when rules are inconsistently applied
- recover payment for services done by government contractors

Make your voice heard by participating in a Regional Regulatory Enforcement Fairness Roundtable or a public hearing hosted by the SBA’s national ombudsman. These events are posted periodically on the ombudsman website, [sba.gov/ombudsman](http://sba.gov/ombudsman).

To submit a comment or complaint through the online form, visit [sba.gov/ombudsman/comments](http://sba.gov/ombudsman/comments). Your concerns will be directed to the appropriate federal agency for review. The SBA will collaborate with you and the agency to help resolve the issue.

To report how a proposed federal regulation could unfairly affect you, find your regional SBA advocate at [sba.gov/advocacy](http://sba.gov/advocacy).

To submit a comment about how your business has been hurt by an existing regulation, visit [sba.gov/ombudsman/comments](http://sba.gov/ombudsman/comments).
Thinking of starting a business? Here are the nuts & bolts.

**The Startup Logistics**
Even if you’re running a home-based business, you will have to comply with many local, state, and federal regulations. Do not ignore regulatory details. You may avoid some red tape in the beginning, but your lack of compliance could become an obstacle as your business grows. Taking the time to research regulations is as important as knowing your market. Carefully investigate the laws affecting your industry. Being out of compliance could leave you unprotected legally, lead to expensive penalties, and jeopardize your business.

**Market Research**
Need to do research on your clients and location? View consumer and business data for your area using the Census Business Builder: Small Business Edition, [https://cbb.census.gov/sbe](https://cbb.census.gov/sbe). Filter your search by business type and location to view data on your potential customers, including consumer spending, and a summary of existing businesses, available as a map and a report.

**Business License & Zoning**
Licenses are typically administered by a variety of state and local departments. It is important to consider zoning regulations when choosing a site for your business. Contact the local business license office where you plan to locate your business. You may not be permitted to conduct business out of your home or engage in industrial activity in a retail district.

[firststeps.delaware.gov](firststeps.delaware.gov)

**Name Registration**
Register your business name with the county clerk where your business is located. If you’re a corporation, also register with the state.

**Taxes**
As a business owner, you should know your federal tax responsibilities and make some business decisions to comply with certain tax requirements. The IRS Small Business and Self-Employed Tax Center, [go.usa.gov/xPxYR](http://go.usa.gov/xPxYR), offers information on a variety of topics including: obtaining an Employer Identification Number, paying and filing income tax, virtual workshops, forms, and publications.

As the IRS continues to implement some of the Tax Cuts and Jobs Act provisions, your tax obligations may change. Visit the Tax Reform Provisions that Affect Businesses page on [irs.gov](http://irs.gov) for the latest tax reform updates that affect your bottom line.
Health & Safety
All businesses with employees are required to comply with state and federal regulations regarding the protection of employees, visit dol.gov for information. The Occupational Safety and Health Administration provides information on the specific health and safety standards used by the U.S. Department of Labor. Call (800) 321-6742 or visit osha.gov.

Employee Insurance
Check with your state laws to see if you are required to provide unemployment or workers’ compensation insurance for your employees. For health insurance options, call the Small Business Health Options Program at (800) 706-7893 or visit healthcare.gov/small-businesses/employers.

Department of Labor Association Health Plans allow small businesses, including self-employed workers, to band together by geography or industry to obtain healthcare coverage as if they were a single large employer. For information, visit dol.gov/general/topic/association-health-plans.

Environmental Regulations
State assistance is available for small businesses that must comply with environmental regulations under the Clean Air Act. State Small Business Environmental Assistance programs provide free and confidential assistance to help small business owners understand and comply with complex environmental regulations and permitting requirements. These state programs can help businesses reduce emissions at the source, often reducing regulatory burden and saving you money. To learn more about these free services visit nationalsbeap.org/states/list.

Accessibility and ADA Compliance
For assistance with the Americans with Disabilities Act, call the ADA Center at (800) 949-4232 or the Department of Justice at (800) 514-0301. Direct questions about accessible design and the ADA standards to the U.S. Access Board at (800) 872-2253, TTY (800) 993-2822, ta@access-board.gov or visit access-board.gov.
Child Support

Employers are essential to the success of the child support program and are responsible for collecting 75% of support nationwide through payroll deductions. The Office of Child Support Enforcement at Health and Human Services offers employers step-by-step instructions for processing income withholding orders for child support. Download the fact sheet about the Employer’s Role in the Child Support Program at the Office of Child Support Enforcement’s website at acf.hhs.gov/programs/css > employer responsibilities. You can also find information about other employer responsibilities and tools that can make meeting those responsibilities easier, such as electronic income withholding orders and the Child Support Portal. Send questions to employerservices@acf.hhs.gov.

Division of Child Support Services

New Castle
84A Christiana Road
(302) 577-7171

Dover
905 S. Governor’s Ave., second floor
(302) 739-8299

Intellectual Property

Patents, trademarks, and copyrights are types of intellectual property that serve to protect creations and innovations. The United States Patent and Trademark Office is the federal agency that grants U.S. patents and registers trademarks. For information and resources about U.S. patents and federally registered trademarks consult uspto.gov. Call the patent and trademark office help center at (800) 786-9199 or visit U.S. Patent and Trademark headquarters in Alexandria, Virginia.

A patent for an invention is the grant of a property right to an inventor, issued by the U.S. patent office. The right conferred by the patent grant is the right to exclude others from making, using, offering for sale, or selling the invention in the United States or importing the invention into the country. For information visit uspto.gov/inventors.

There are three types of patents:

- Utility patents may be granted to anyone who invents or discovers any new and useful process, machine, manufacture, or composition of matter, or any new and useful improvement.
- Design patents may be granted to anyone who invents a new, original, and ornamental design for an article of manufacture.
- Plant patents may be granted to anyone who invents or discovers and asexually reproduces any distinct and new variety of plant, other than a tuber propagated plant or a plant found in an uncultivated state.

A trademark or service mark includes any word, name, symbol, device, or any combination, used or intended to be used to identify and distinguish the goods/services of one seller or provider from those of others and to indicate the source of the goods/services. Trademarks and service marks may be registered at both the state and federal level. The U.S. Patent and Trademark Office only registers federal trademarks and service marks. Federally registered trademarks may conflict with and supersede those registered only at the state level. Visit uspto.gov/trademarks.

Copyrights protect original works of authorship including literary, dramatic, musical and artistic, and certain other intellectual works. Copyrights do not protect facts, ideas, and systems, although they may protect the way they are expressed. For general information contact:

U.S. Copyright Office
U.S. Library of Congress
James Madison Memorial Building
101 Independence Ave. SE
Washington, DC
(202) 707-3000 or toll free (877) 476-0778
copyright.gov
Chambers of Commerce

Bethany-Fenwick area
36913 Coastal Highway, Fenwick Island
(302) 539-2100
info@bethany-fenwick.org
thequietresorts.com

Central Delaware
435 N. DuPont Highway, Dover
(302) 734-7513
info@cdcc.net
cdcc.net

Delaware Small Business Chamber
11F Liberty Plaza, Possum Park Mall, Newark
(302) 482-2120
bob@dssbcchamber.com
dsbsbcchamber.com

Delaware State
1201 N. Orange St., suite 200, Wilmington
(302) 576-6563
info@dsscc.com
dsscc.com

Georgetown
827 E. Market St.
(302) 856-1544
info@georgetowncoc.com
georgetowncoc.com

Lewes
120 Kings Highway
(302) 645-8073
inquiry@leweschamber.com
leweschamber.com

Middletown area
1050 Industrial Drive, suite 110
(302) 378-7545
rferguson@maccde.com
maccde.com

Milford
24 NW Front St., suite 101
(302) 655-7221
milfordchamber.com

Millsboro
102 Washington St., suite G
(302) 934-6777
info@millsborochamber.com
millsbороchamber.com

Milton
115 Federal St.
(302) 684-1101
chamber@historicmilton.com
historicmilton.com

New Castle County
920 Justison St., Wilmington
(302) 737-4343
info@ncccc.com
ncccc.com

Rehoboth Beach–Dewey Beach
501 Rehoboth Ave., Rehoboth Beach
(302) 227-6446
rehoboth@beach-fun.com
beach-fun.com

Western Sussex
26673 Sussex Highway
(302) 629-9690
admin@westernsussexcoc.com
westernsussexcoc.com

Economic
Development

American Association of Franchisees & Dealers
(800) 733-9858
aafd.org

City of Newark Planning Department
(302) 366-7000
rnietubicz@newark.de.us

Claymont Business Owners Association
(302) 798-1364
info@claymontbusiness.org

Claymont Renaissance Development Corp.
(302) 354-1931
info@claymontdevelopment.org

Delaware Center for Enterprise Development
(302) 857-6952
lillcraw@desu.edu

Delaware Community Reinvestment Action Council Inc.
(800) 421-8656
rashmi@dcrac.org

Delaware Division of Small Business
(302) 577-8477
business@state.de.us

Delaware Manufacturing Extension Partnership
(302) 283-3131
demep.org

Delaware Restaurant Association
(866) 372-2545
carrie@delaawarestaurant.org

Delaware Technology Park
(302) 452-1100
jane.crouch@deltechpark.org

Downtown Dover Partnership
(302) 678-2940
info@downtowndover.com

Downtown Newark Partnership
(302) 366-7000
mmcguriman@newark.de.us

Eastern Minority Supplier Development Council of PA-NJ-DE
(215) 569-1005
info@emsdc.org

Export Delaware, Delaware Department of State
(302) 577-8464
export@delaware.gov

Kent Partnership
(302) 674-3028
kentpartnership.org

Middletown Main Street
(302) 378-2977
director@middletownmainstreet.com

National Veteran-Owned Business Association
(724) 362-8622
navoba.com

New Castle County Economic Development Council
(302) 395-5959
tfmorris@nccde.org

Rehoboth Beach Main Street
(302) 227-2772
krys@downtownrb.com

Sussex County Office of Economic Development
(302) 855-7770
william.pfaff@sussexcountyde.gov

Sussex Economic Development Action Committee
(302) 856-1818
scottt@visitsoutherndelaware.com

Wilmington Downtown Visions
(302) 425-4200
mhageman@downtownvisions.org

Wilmington Economic Development Corp.
(302) 571-9088
info@wedco.org

Wilmington Renaissance Corp.
(302) 425-5500
info@bigideaswilmington.com

World Trade Center Delaware
(302) 656-7905
wtcde.com
No doubt, there are probably quite a few regulatory and administrative items on your new business checklist, like getting a permit and registering your business name.

One of the key requirements for most new businesses (or businesses that are restructuring) is obtaining an Employer Identification Number, or EIN, from the IRS.

Here’s what you need to know about EINs and how to go about getting one for your business.

**What is an EIN?**
An EIN is a unique nine-digit number that identifies your business for tax purposes. Think of it as the business equivalent of a social security number (although it shouldn’t be used in place of it).

As a business owner, you’ll need an EIN to open a business bank account, apply for business licenses, and file your tax returns. It’s a good idea to apply for one as soon as you start planning your business. This will ensure there are no delays in getting the appropriate licenses or financing that you need to operate.

**Who needs an EIN?**
An EIN is needed by any business that retains employees. However, non employers are also required to obtain one if they operate as a corporation or partnership.

Answering yes to any of the questions in the list on the right means you need one for your business.

### How to apply for an EIN

The easiest way to apply for your EIN is online via the IRS EIN Assistant. As soon as your application is complete and validated, you’ll be issued an EIN. There is no charge for this service (beware of internet scams that will try to sell you their EIN application services).

You can also apply by mail or fax using Form SS-4, available at [irs.gov/formss4](http://irs.gov/formss4).

### Changing your business structure: Get a new EIN

As your business grows and matures, you may choose to change its legal or ownership structure. For example, a sole proprietor may decide to incorporate, or a partnership may be taken over by one of the owners to then operate as a sole proprietorship. In instances such as these, your business will need a new EIN.

There are other scenarios that require a new EIN, such as bankruptcy, a change in a corporation’s name or location, or reorganization of a corporation. Check out "Do You Need a New EIN" on [irs.gov](http://irs.gov).

### Using your EIN to make tax deposits

If you have employees, you will have been automatically enrolled in the Electronic Federal Tax Payment System (eftps.gov) when you applied for your EIN. This allows you to make tax deposits, including federal employment and corporate taxes, online or by phone.

### Lost your EIN?
If you lost or misplaced your EIN, you can retrieve it in the following ways:

- Reference the original notice issued by the IRS when you received your EIN, or call the IRS Business & Specialty Tax Line at (800) 829-4933.
- If you used it to open a bank account or get a license, contact these organizations. They should be able to retrieve your number.
- Find an old tax return. Your EIN should be on it.

---

**Not sure whether you need an EIN?**

Check out this guide from the IRS. Answering yes to any of the questions in the list means you need one for your business.

- **Do you have employees?**
  - [ ] YES  [ ] NO

- **Do you operate your business as a corporation or a partnership?**
  - [ ] YES  [ ] NO

- **Do you file any of these tax returns: employment, excise, or alcohol, tobacco and firearms?**
  - [ ] YES  [ ] NO

- **Do you withhold taxes on income, other than wages, paid to a non-resident alien?**
  - [ ] YES  [ ] NO

- **Do you have a Keogh plan?**
  - [ ] YES  [ ] NO

- **Are you involved with any of the following types of organizations?**
  - Trusts, except certain grantor-owned revocable trusts, IRAs, Exempt Organization Business Income Tax Returns
  - Estates
  - Real estate mortgage investment conduits
  - Nonprofit organizations
  - Farmers’ cooperatives
  - Plan administrators
  - [ ] YES  [ ] NO

---

**Written by Caron Beesley, Contributor**
Members of the military community can start and grow their small businesses with the help of SBA programs.

Need entrepreneurship training? 
In Boots to Business, you explore business ownership and other self-employment opportunities while learning key business concepts. You will walk away with an overview of entrepreneurship and applicable business ownership fundamentals, including how to access startup capital using SBA resources. Boots to Business is conducted on all military installations as part of the Department of Defense’s Transition Assistance Program.

Who’s eligible? 
Service members transitioning out of active duty and military spouses. Are you a veteran or member of the National Guard or Reserve or a military spouse? Reboot teaches this entrepreneurship curriculum off base and in local communities. Register for either B2B program at https://sbaovets.force.com.

For women veterans
Receive entrepreneurial training geared toward women veterans, service members, and spouses of service members through these SBA-funded programs:

» Veteran Women Igniting the Spirit of Entrepreneurship in Syracuse, New York

» LiftFund in San Antonio, Texas

For service-disabled veterans
Learn how to start and grow a small business using these SBA-funded programs:

» Entrepreneurship Bootcamp for Veterans with Disabilities in Syracuse, New York

» Veterans Entrepreneurship Program at the Riata Center for Entrepreneurship, Spears School of Business, Oklahoma State University in Stillwater, Oklahoma

» Veteran Entrepreneurship Jumpstart at St. Joseph’s University in Philadelphia, Pennsylvania

» Dog Tag Inc., affiliated with Georgetown University in Washington, DC

Opportunities for Veterans

Need financing?
Loan Fee Relief
To encourage lending to members of the military community who want to start or grow their business, the SBA reduces upfront guarantee fees on select loans. That means the cost savings will be passed down to you, the eligible veteran or qualifying military member. Ask your local SBA district office or SBA Lender about the Veterans Advantage program.

Have an employee who was called to active duty?
You may receive funds that enable your business to meet ordinary and necessary operating expenses when an essential employee is called up to active duty in the military reserve. Ask your local SBA district office or SBA Lender about the Military Reservist Economic Injury Disaster Loan.

Interested in contracting?
Veteran-owned and service-disabled veteran-owned small businesses interested in federal contracting receive training from the Veteran Institute for Procurement, which offers a platform with three training programs to assist veterans. Visit nationalvip.org.

VIP Start
Enter the federal market and become ready for procurement. Nearly 200 veteran-owned businesses from 29 states plus Washington, DC have graduated from the program.

VIP Grow
Strategize to expand and operate within the federal marketplace. More than 700 veteran-owned businesses from 42 states plus DC and Guam have graduated from this program.

VIP International
Enter or expand your federal and commercial contracting opportunities overseas.

Get certified
Learn about the service-disabled veteran-owned small business certification program on page 65.

For more assistance
Veteran and military entrepreneurs receive business training, counseling, and referrals to other SBA Resource Partners at a Veterans Business Outreach Center, sba.gov/vboc. For veterans business information visit sba.gov/veterans.

HOW THE SBA HELPED US SUCCEED
Margot Adam Langstaff, left, and Elisa Hamill, right, sought assistance from their local Veterans Business Outreach Center, which helped them better compete for government contracts. LifeHealth of Littleton, CO has expanded to more than 30 states with offices in Washington, DC and San Antonio, TX. Their clients include the Department of Defense, the National Guard, and the Indian Health Service. They also expanded their business using an SBA-backed line of credit for $350,000. Margot started her career as an Army medic, eventually running one of the largest outpatient clinics in the Northeast at Ft. Devens, MA.
Entrepreneurial Opportunities

Regional Innovation Clusters
Create jobs and grow the economy through an SBA Regional Innovation Cluster.

Who should join
Small businesses driving innovation in one of these tech industries:
- advanced composites
- agTech
- bioscience
- food processing
- data sciences
- medical sciences
- power and energy
- unmanned aerial systems
- water tech
- wood products

How it works
Each industry cluster is based in a geographic region. Your small business must be located in or near that region in order to join the cluster. For example, the AgLaunch Initiative cluster, which focuses on agricultural technology, is located in the Tennessee area. A small agTech business in or near Tennessee will connect with other agTech suppliers, service providers, and related institutions through that innovation cluster.

How it benefits you
Network with other industry innovators and connect with resources that will help your small business find funding. You’ll also receive guidance on how to better compete for government contracts and other opportunities so you can grow and expand. Receive free technical and legal assistance to develop your tech and get it to market for government and industry buyers.

Get involved
Find an SBA Regional Innovation Cluster near you by visiting sba.gov/localassistance. Select the regional innovation clusters on the drop-down menu.

Online Resources
Find free short courses and learning tools to start and grow your small business at sba.gov/learning. The free SBA Online Learning Center is a great resource for every entrepreneur, especially rural business owners looking for easy access to vital business training.

Courses include:
- writing your business plan
- buying a business
- financing options
- digital and traditional marketing to win customers
- disaster recovery
- understanding your customer

Native American Workshops
Tribal enterprises and business organizations can receive training at an SBA Entrepreneurial Empowerment Workshop. These workshops cover business concepts important for starting, growing, or expanding a small business. RedWind instructors identify and help participants avoid common pitfalls. Learn how to prepare a business plan, gain access to capital, and basic book keeping. Request a workshop in your area by visiting nativesmallbusiness.org.
SBA Regional Innovation Clusters

2. The Ozarks Cluster – Startup Junkie (Industry focus: Food processing, supply chain, & logistics)
3. The Water Council Cluster
4. Marine Industry Science & Technology Cluster
5. BioSTL: St. Louis Biosciences Cluster
6. Oklahoma-South Kansas Unmanned Aerial Systems Cluster
7. The Appalachian Ohio Wood Products Cluster
8. Conductor RIC in Healthcare, Education & Data/Decision Sciences – Startup Junkie Consulting
9. Integrative Business Services Inc. (Industry focus: Optics)
10. Great Plains Technology & Manufacturing Cluster
11. Montana Bioscience Cluster – Montana Technology Enterprise Center
12. AgLaunch Initiative
13. Utah Advanced Material Manufacturing Initiative
Write your Business Plan

Your business plan is the foundation of your business. Learn how to write a business plan with the help of an SBA Resource Partner.

TRADITIONAL BUSINESS PLAN FORMAT

When you write your business plan, you don’t have to stick to the exact business plan template. Instead, use the sections that make the most sense for your business and your needs.

Executive Summary
Briefly summarize your company and why it will be successful. Include your mission statement, your product or service, and basic information about your company’s leadership team, employees, and location. You should also include financial information and high-level growth plans if you plan to ask for financing.

Company Description
Go into detail about the problems your business solves. Be specific as to audience and location. List out the consumers, organizations, or businesses your company plans to serve.

Explain the competitive advantages you have that will make your business successful. Are there experts on your team? Have you found the perfect location? Your company description is the place to boast about your strengths.

Market Analysis
Demonstrate a solid understanding of your industry outlook and target market. This is where it pays to partner with an experienced business counselor from your local Small Business Development Center, SCORE, Women’s Business Center, or Veterans Business Outreach Center—all these SBA Resource Partners provide free or low-cost business assistance. Competitive research will show what other businesses are doing and their strengths. In your market research, look for trends and themes. What do successful competitors do? Why does it work? Can you do it better? Now’s the time to answer these questions.

Organization and Management
Explain how your company will be structured and who will run it. Describe the legal structure of your business. State whether you have or intend to incorporate your business as a C or an S corporation, form a general or limited partnership, or if you’re a sole proprietor or limited liability company.

Business plans help you run your business.
A good business plan guides you through managing your business. You’ll use your business plan as a roadmap for how to structure, run, and grow your new business.

Business plans can help you get funding or bring on new business partners. Investors want to see a return on their investment. Your business plan is the tool you’ll use to convince people that working with you—or investing in your company—is a smart investment. Brain storm with a business counselor (visit one of our SBA Resource Partners detailed on page 8) and write a traditional business plan, which uses a standard structure and detailed sections. Once you’ve got it all down, you can then condense it to a lean startup business plan, which typically contains key points on only one page.

Want to see an example of a business plan?
View examples of business plans at sba.gov/business-guide/plan/write-your-business-plan-template
Use an organizational chart to show the hierarchy. Explain how each person’s experience will contribute to the success of your venture. Consider including CVs of key members.

**Service or Product Line**
Describe what you sell or what service you offer. Explain how it benefits your customers and the product lifecycle. Share your plans for intellectual property, like copyright or patent filings. If you’re doing research and development for your service or product, explain it.

**Marketing and Sales**
Your marketing strategy should evolve and change to fit your needs in each context.
  Describe how you’ll attract and retain customers. Show how a sale will actually happen. You’ll refer to this section later when you make financial projections, so be thorough.

**Funding Request**
If you’re asking for funding, outline your funding requirements. Specify whether you want debt or equity and the terms you’d like. Your goal is to clearly explain how much funding you’ll need over the next five years and how the investment will be used.
  Specify if you need funds to buy equipment or materials, pay salaries, or cover specific bills until revenue increases. Explain how you’ll pay off the debt.

**Financial Projections**
Supplement your funding request with a prospective financial outlook for the next five years. Show how your business will be a financial success.
  If your business is already established, include income statements, balance sheets, and cash flow statements for the last three to five years. List collateral you could put against a loan.
  Include forecasted income statements, balance sheets, cash flow statements, and capital expenditure budgets. For the first year, be even more specific and use quarterly—or even monthly—projections. Make sure to clearly explain your projections and match them to your funding requests.
  Use visual organization tools—graphs and charts—to tell your business’s financial story.

**Appendix**
Here you’ll attach supporting documents or other requested materials. Common items to include are credit histories, CVs, product pictures, letters of reference, licenses, permits, patents, legal documents, and other contracts.

**LEAN STARTUP PLAN FORMAT**
Write a lean startup plan if requested from an investor, or if your business is relatively simple or you plan to regularly change and refine as you go.

Lean startup plans use more visual organization tools and only a handful of elements to describe your company’s value proposition, infrastructure, customers, and finances. They’re useful for visualizing your company’s fundamental facts. Your business counselor can help you edit down into the Business Model Canvas, used here—the most well known style, or another lean startup template.

**Key Partnerships**
Note the other businesses you’ll work with—suppliers, manufacturers, subcontractors, and similar strategic partners.

**Key Activities**
List the ways your business will gain a competitive advantage. Will you sell direct to consumers or use technology to tap into the sharing economy?

**Key Resources**
List resources you’ll leverage to create value for your customer. Your most important assets include staff, capital, or intellectual property. Leverage business resources that might be available to women, veterans, Native Americans, and HUBZone–certified businesses.

**Value Proposition**
Make a clear and compelling statement about the unique value your company brings to the market.

**Customer Relationships**
Describe how customers will interact with your business. Think through the customer experience from start to finish. Is it automated or personal? In person or online?

**Customer Segments**
Name your target market. Your business won’t be for everybody; it’s important to have a clear sense of who you serve.

**Channels**
List the most important ways you’ll talk to your customers.

**Cost Structure**
Will your company focus on reducing cost or maximizing value? Define your strategy, then list the most significant costs you’ll face.

**Revenue Streams**
Explain how your company makes money: direct sales, memberships fees, selling advertising space? If your company has multiple revenue streams, list them all.
The United States loves small businesses. That’s according to a survey by the Pew Foundation reported by Small Business Trends, smallbiztrends.com, which found that 71% of Americans view small business more favorably than any other institutions, including religious organizations.

Why is this? Well, small businesses are seen as a positive influence. But it’s more than that.

Small businesses are in a unique position to create valuable customer experiences. Their products and services are often niche, the target customer is very defined. Business operations are agile and unconstrained by corporate rules and processes. Small businesses are also trusted for their integrity, community engagement, and customer service. When was the last time you called a small business and got put through to an automated call center? These things come together to create a hugely competitive value proposition, the linchpin of your brand.

But what can you do to leverage these experiences and grow the appeal of your brand without breaking the bank?
What is Your Brand?
It’s important to understand that your brand is much more than your logo, merchandising or products. It is all the experiences customers have with your business, including the visual elements of your business. It also includes what you do, how you do it, customer interactions, and your marketing. All of these elements help establish the trust and credibility of your business.

Stand Out
If your brand is going to be strong, you need to be able to pinpoint what makes you different from competitors. A SCORE mentor, sba.gov/score, can help you use competitive differentiators to build your business brand. Don’t forget to weave your differentiators into your company’s messaging and marketing.

Have Great Products and Services
Word of mouth is often a small business’s greatest lead generator, so having great products and services that people talk about is a critical part of your brand. Even the most outgoing and charming small business owner is not going to succeed in bringing customers back unless the product or service they provide delivers and exceeds expectations. Don’t lose sight of your product, keep refining it, testing new offerings, and making sure you always put product first.

Make Sure Your Customers Know the Face Behind the Product
One of the biggest reasons that small businesses fail is because of the persistent absence of the business owner. You only need to look at a few episodes of business makeover TV shows to witness what can go wrong when a business is left to run itself. Without an actively engaged owner, employees lose motivation and structure, which can quickly lead to sloppy service, a poor product, and customer churn. Yes, your business needs to be able to function without your constant presence, but it’s important to strike a balance. Find ways to make sure your customers know you and connect with the face behind the business. Businesses thrive when the energy of the owner is present.

Get Your Name and Logo Right
It’s important to get this right the first time because changing your name and logo later can be costly. Your logo and name should be easily recognizable and reflect the nature and tone of your business as well as appeal to your target market. I’m a dog owner, and two of my absolute favorite small businesses cater to pet owners: my local provider of dog walking services and a healthful pet food store. When I see their logos, it makes me feel good; I feel an affinity with them. That’s what you need to shoot for.

Have a Distinct Voice
A great way to ensure your distinct brand message is delivered consistently across your business is to focus on how you and your employees interact and communicate with customers in person, on the phone, and on social media. Not sure what your “voice” should be? Look to other brands. What do they do that you’d like to emulate? How do they greet and interact with you? What is it they do that makes you feel good about doing business with them?

Build Community Around What You Do
A successful brand is one trusted and respected by customers. Building a strong community online and off can help you achieve this. You don’t have to spend a lot of money to do this. In fact, many successful brands concentrate almost exclusively in online and offline community building. Offline participation in community activities, such as local events, fundraisers, and charities, as well as hosting your own events, such as workshops or loyal customer events, can all help you build community and extend the trust your brand has earned.

Be an Advocate for Your Business—Not Just a Salesman
You don’t have to be the greatest salesman to succeed in business. Selling takes many forms, and being a brand advocate gels them. For example, many small business owners strive to be the number one salesman, the number one cheerleader, and the number one fan of their own business. If you are passionate about your business, be an advocate for it. Invite people in!

Be Reliable
Letting your customers down by failing to live up to your own promises and brand standards can be particularly harmful for small businesses that depend heavily on referrals. The foundation of brand loyalty lies in great service; a happy customer is a loyal customer. Make sure you aren’t making promises that you can’t keep, whether you run a pizza business and pledge to deliver within 30 minutes, or you’re a painting contractor who promises to start a job on a Monday at 9 a.m. sharp. Stand by your promises.

Have a Value Proposition
Value, not to be mistaken with price, can help define your brand and differentiate you from the competition. This goes back to my second point about standing out. What niche do you serve? What do you do well in that niche that makes you different from everyone else? What are the emotional benefits of what you do? The answers to these questions will help define what your value is to your customers. It could be your great customer service, product quality, innovation, or a combination of these.

WRITTEN BY Caron Beesley, CONTRIBUTOR
When it came time for Don Chupp to grow his own small business, he turned to the SBA. Fireside Partners has grown from a sole proprietorship to an international service provider specializing in risk management and emergency preparation training and planning.

Don knows how to best help his clients manage personal, corporate, and governmental disasters and emergencies. An Airforce veteran, Don has nearly 20 years experience in direct victim assistance, recovery, and crisis public relations. When it came to business expertise, he uses the SBA Resource Partner network, including a SCORE mentor and his local Small Business Development Center.

- **What challenge did you have?** I have military, logistics, and management experience, but I still needed a guide who could help me navigate the business world. I had no greater need for this than in 2014, when the demand for emergency management hit a high. I was constantly traveling to jobs. I needed to implement a new financial system and other internal processes, all while maintaining day-to-day operations.

- **What was the SBA solution?** My Delaware SCORE mentor, Frank DeSantis, helped me scale up my business with internal business trackers such as profit & loss statements, balance sheets, and fiscal pipeline projections. Together we set the course for fiscal stability and growth. Frank also helped me hold my business to account with regular monthly financial reporting to insure good fiscal behaviors. The value of the training and support I received from the SBA and its resource partners has been phenomenal.

- **What benefit did this have for you?** Fireside operates out of a 30,000-square-foot emergency operations center in Dover, Delaware. Our state-of-the-art headquarters houses nearly 40 emergency management employees working over 120 annual domestic and international contracts. We can accommodate on-site accident response projects in locations like Alaska and Puerto Rico. In 2018 we responded to 13 client emergency events. I’m pursuing licensure in all 50 states and planning expansion into the Eurozone. Thanks to our success, and the support provided by the SBA, I can now give back to causes for veterans and active-duty military.
“The value of the training and support I received from the SBA and its resource partners has been phenomenal.”

Don Chupp
Owner, Fireside Partners
Crafting a Business

SBA-backed financing helped Superstition Meadery expand into a multimillion dollar enterprise.

written by Becky Bosshart
Jennifer and Jeff Herbert’s home-based brewing has expanded into a global, multimillion dollar enterprise thanks to SBA assistance. Using Arizona honey and ingredients they’ve sourced from around the world (such as Tahitian vanilla and Moroccan saffron), the Herberts are selling nearly 30,000 gallons annually of their honey-based fermented beverage. They operate a downtown Prescott, Arizona tasting room and state-of-the-art production facility, creating jobs and building a local craft industry. The Herberts, founding members of the American Mead Makers Association, have traveled around the world hosting pairing events and pouring at craft beverage festivals.

Challenge
The Herberts wanted to scale up their meadery while also staying true to their values of quality ingredients and craft process. It is often difficult for new entrepreneurs or unique concepts like a meadery to get traditional financing, even though they knew they had a great idea, the backing wasn’t there to expand. They say that choosing to do something new breaks the mold, which can be uncomfortable for traditional lenders.

Solution
Thanks to guidance from an SBA Resource Partner, the Small Business Development Center at Yavapai Community College, Jennifer and Jeff learned about financing that worked for them. The SBA guarantees loans made by lending institutions to small business that would not otherwise be able to obtain financing. Their small business qualified for two SBA-backed loans totaling more than $600,000. The Herberts’ first SBA-backed loan allowed them to acquire commercial property to design and build their mead production facility. Their second SBA-backed loan provided the funding for professional brewing equipment to complete their 7,450-square-foot production space. The Herberts recently purchased a historic building in downtown Phoenix, Arizona to open a mead-pairing restaurant.

Benefit
The Herberts started with two employees and now have over 20 producing 29,000 gallons this year. From a homegrown setup, Jennifer and Jeff are now charting revenue in excess of $2.6 million and distributing to 37 states, across Europe and Southeast Asia. They have plans for another expansion, including a shipping warehouse to manage their online retail and wholesale orders.

5 Tips for Success

Get guidance.
Develop a working relationship with an SBA Resource Partner (see page 8) to help you find the funding that works best for you.

Define your lending needs.
Determine if a loan is right for you. Is this the right time? How much do you need? What are you going to use it for?

Talk to multiple lenders.
See who best matches you and your business. Has the lender successfully worked with other businesses in your industry?

Check all options.
Consult with your lender to see if you’re eligible for SBA financing programs, determined by your industry & experience; collateral; credit score; and the relationship & transparency you develop with the lending agent.

Be ready for the ups and downs.
Your entrepreneurial endeavor will be a roller coaster ride filled with challenges and successes. The path is all consuming so make sure that you love what you do. Passion is the price of admission.
SBA-backed Loans

help small business owners and entrepreneurs who are creditworthy but don’t qualify for conventional financing. If you cannot obtain a business loan with reasonable rates and terms, contact your local SBA Lender to see if you are eligible for SBA programs. The SBA works with participating lenders to reduce their risk, increasing the likelihood your loan will be approved with the terms that work best for you. The guarantee is conditional on the lender following SBA program requirements. Just like with any other loan, you make your loan payments directly to your lender in accordance with your terms.

Lender Match

Find a lender interested in working with you at sba.gov/lendermatch. This matching tool connects entrepreneurs with SBA Lenders in your area.

Does your small business have big plans?

WSFS Bank is a Preferred Lender with the U.S. SBA, offering loans with minimal cash investment, flexible underwriting and competitive rates for small business and franchise owners.

Our Relationship Managers are committed to promoting small business ownership and helping you succeed.

For more information contact the WSFS SBA team at 610-359-6921 or wsfssba@wsfsbank.com
Our participating SBA Lenders serve all Delaware. To find more bank locations, visit the lender’s website.

NEW CASTLE COUNTY
44 Business Capital/
Berkshire Bank
(302) 434-2370
Gregory Poehlmann
gpoehlmann@44businesscapital.com

American Spirit Federal Credit Union
(302) 738-4515
Maurice Dawkins
mdawkins@americanspirit.org

Applied Bank
(302) 326-4200 x 29419
Timothy Hurley
timothy_hurley@appliedbank.com

Artisans Bank
(302) 884-6981
Gregory Makosky
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Bancorp Bank
(646) 220-2797
Jimmy Duran
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Bank of America
(410) 972-4456
bankofamerica.com

Bryn Mawr Trust
(302) 529-5984
Douglas Whalen
bmtc.com

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(267) 789-5552
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(302) 798-7749
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Dover Federal Credit Union
(302) 678-8000 x3108
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toconnor@doverfcu.com

Federal Home Loan Bank
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(302) 242-1257
Davis Buches
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Bank of Delmarva
(410) 548-1100 x1033
Stephanie Kraus
skrause@bankofdelmarva.com

BB&T
(410) 230-4382
Joseph Kontoff
bbandt.com

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(302) 645-1361
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Community Bank Delaware
(302) 348-8604
Jack Riddle
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(302) 226-9800
Richard Hartnett
richardhartnett@countybankmail.com

First Financial Bank
(302) 280-6173
Becky Adams
radams@ffb1.com

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(302) 934-1785
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(302) 424-4600
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Federal Home Loan Bank
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Becky Adams
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First Shore Federal
(302) 934-1785
Chris Cropper
crcropper@firstshorefederal.com

Shore United Bank
(302) 424-4600
Kelly Sylvester
kelly.sylvester@shoreunitedbank.com
Sussex Federal Credit Union  
(302) 629-0100  
Pamela Fleuette  
pfleuette@sussexcfcu.com

Other Participating Lenders

Cecil Bank  
(410) 398-1650  
John Hughes  
cecilfederal.com

Easton Bank & Trust  
(410) 819-0300  
Brad Watts  
eastonbankandtrust.com

First Chatham Bank  
(912) 629-2999  
Kim Gaylord  
firstchatam.com

Home Loan Bank  
(800) 223-1700 x299  
homeloanbank.com

Independence Bank  
(401) 866-4600  
independence-bank.com

Live Oak Bank  
(910) 796-1644  
Jody Murphey  
jody.murphey@liveoakbank.com

Newtek Small Business  
(212) 356-9510  
Peter Downs  
pdowns@newteksbfinance.com

Radius Bank  
(215) 375-6434  
Phil Winn  
pwinn@radiusbank.com

Republic First Bank  
(609) 281-9971  
Pamela Innis  
pamela.innis@myrepublicbank.com

Stearns Bank  
(888) 320-2899  
Tom Ethen  
stearnsbank.com

United Midwest Savings  
(614) 225-9728  
Craig Street  
umwsb.com

Upland Business Capital  
(856) 324-8003 x203  
Charles Snyder  
csnyder@uplandbc.com

Valley National Bank  
(973) 305-8800 x3025  
Dana McGill  
dmcgill@valleynationalbank.com

Participating Certified Development Companies

Delaware Community Development Corp.  
100 W. 10th St., suite 214, Wilmington  
(302) 571-9088  
David Daniels  
ddaniels@wedco.org

True Access Capital Corp.  
(previously First State Community Loan Fund)  
100 W. 10th St., suite 300, Wilmington  
(302) 652-6774 x113  
Rachel Baldini  
rbaldini@firststateloan.org

South Eastern Economic Development Co.  
710 N. Lincoln St., Wilmington  
(302) 660-1783  
Maria Shires  
mshires@seedcopa.com

Participating Microlenders

Finanta  
(267) 236-7000  
Kersy Azocar  
kersyazocar@finanta.org

True Access Capital Corp.  
(previously First State Community Loan Fund)  
100 W. 10th St., suite 300, Wilmington  
(302) 652-6774 x113  
Rachel Baldini  
rbaldini@firststateloan.org

Maryland Capital Enterprises Inc.  
(410) 546-1900  
Maurice Ames  
info@marylandcapital.org

Community Advantage Lender

True Access Capital Corp.  
(previously First State Community Loan Fund)  
100 W. 10th St., suite 300, Wilmington  
(302) 652-6774 x113  
Rachel Baldini  
rbaldini@firststateloan.org
Need Financing?

Visit your local SBA office or lender to learn about these funding options.

**The 7(a) Loan, the SBA’s Largest Financing Program**
If you cannot get conventional financing and you meet the eligibility requirements, you can use a 7(a) loan to buy real estate, equipment, or inventory for your small business. It may also be used for working capital, to refinance business debt or purchase a small business.

**MAX LOAN AMOUNT:** $5 million

**INTEREST RATE:** generally prime + a reasonable rate capped at 2.75%

**TERMS:** loan term varies according to the purpose of the loan, generally up to 25 years for real estate, 10 years for other fixed assets and working capital

**GUARANTEE:** 50 to 90%

**Microloans**
Eligible businesses can startup and grow with working capital or funds for supplies, equipment, furniture and fixtures. Borrow from $500 to $50,000 and access free business counseling from microlenders.

**INTEREST RATE:** loans less than $10,000, lender cost + 8.5%; loans $10,000 and greater, lender cost + 7.75%

**TERMS:** 20 or 25 years for real estate or long-term equipment, 10 years for general machinery and equipment

**SBA Express Loan**
Featuring a simplified process, these loans are delivered by experienced lenders who are authorized to make the credit decision for the SBA. These can be term loans or revolving lines of credit.

**MAX LOAN AMOUNT:** $350,000

**INTEREST RATE:** for loans less than $50,000, prime + 6.5%; for loans of $50,000 and greater, prime + 4.75%

**TERMS:** loan term varies according to the purpose of the loan, generally up to 25 years for real estate and 10 years for other fixed assets and working capital

**GUARANTEE:** 50%

**Community Advantage**
A financing program for women, veterans, low-income borrowers, and minority entrepreneurs just starting up or in business for a few years. Receive free business counseling as you work with a community-based financial institution.

**INTEREST RATE:** prime + 6%

**TERMS:** up to 25 years for real estate, 10 years for equipment and working capital

**GUARANTEE:** 75 to 90%

**504 Certified Development Company Loan**
If you do not qualify for traditional financing, but would like to purchase or renovate real estate or buy heavy equipment for your business, ask about the 504 loan. It provides competitive fixed-rate mortgage financing through a lender and a Certified Development Company.

**MAX LOAN AMOUNT (UP TO 40% OF THE TOTAL PROJECT):**
up to $5 million; $5.5 million for manufacturing or energy public policy projects

**INTEREST RATE:** below market fixed rates for 10, 20 or 25 year terms

**TERMS:** 20 or 25 years for real estate or long-term equipment, 10 years for general machinery and equipment

**GUARANTEE:** the lender provides a senior loan for 50% of the project cost (with no SBA guarantee); the CDC finances up to 40% in a junior lien position (supported by the SBA guarantee)

**SPECIAL CONDITION:** a minimum borrower contribution, or down payment, is required, amounts vary by project but are usually 10%
Go Global with International Trade

Businesses that export are more resilient—they are less dependent on any one market. Exporting also stabilizes sales for those who make seasonal products.

Expand your Market
Small businesses can enter and excel in the international marketplace using State Trade Expansion Program grants and training. Visit sba.gov/internationaltrade to find out if your state is participating.

You can:
- learn how to export
- participate in foreign trade missions and trade shows
- obtain services to support foreign market entry
- translate websites to attract foreign buyers
- design international marketing products or campaigns

Financing for International Growth
Having trouble securing capital to meet your small business exporting needs? Use SBA international trade programs to cover short or long-term costs necessary to sell goods or services abroad. Loan proceeds can be used for working capital to finance foreign sales or for fixed assets, helping you better compete globally. You can apply for lines of credit prior to finalizing an export sale or contract, so adequate financing is in place by the time you win your contract. If you’ve been in business for at least a year, ask your area SBA regional finance manager about the Export Working Capital program. The International Trade Loan program also helps exporters who have been adversely affected by foreign importing competition, helping you better compete globally.

Max loan amount: $5 million
Interest rate: for Export Working Capital, the rate is negotiated between borrower and lender. For the International Trade Loan, it also cannot exceed prime + 2.75% for loan amounts over $50,000 and maturity of seven years or more
Terms: For Export Working Capital, typically one year, cannot exceed three years. For International Trade Loans, up to 25 years for real estate, up to 10 years for equipment, up to seven years for lines of credit
Guarantee: up to 90%
Approval time: 36 hours or less

Expert Advice on Exporting
Find an SBA professional in one of the 21 U.S. Export Assistance Centers, sba.gov/tools/local-assistance/eac, located in most major metro areas. The centers are also staffed by the U.S. Department of Commerce and, in some locations, the Export-Import Bank of the United States and other public and private organizations. Visit your local Small Business Development Center (see page 8) for exporting assistance from professional business counselors.
HOW THE SBA HELPED US SUCCEED

Small businesses that qualify for the SBA State Trade Expansion Program use grant proceeds to bolster their international market presence, which EarthQuaker Devices has done in a seismic way. A manufacturer of guitar special effects pedals in Akron, OH, EarthQuaker has built an international social media fanbase delivering content in seven languages, generating millions of website page views.

EarthQuaker owners Julie Robbins & Jamie Stillman developed their global marketing strategy and multilingual promo materials with the SBA State Trade Expansion Program. The couple also received global marketing counseling and research assistance from the Ohio Small Business development Center Export Assistance Network.

Help with Trade Barriers

If you need assistance with international trade regulations, the SBA can be your advocate in foreign markets. Call toll free (855) 722-4877 or email your contact information and trade issue to international@sba.gov.
R&D Opportunities for High Growth Startups

Engaged in high-risk research and development? Compete for funding to develop your cutting-edge technology.

Do you work in one of these areas?
» advanced materials
» agTech
» artificial intelligence
» biomedical
» cybersecurity
» energy
» first response
» national security
» space exploration

The Small Business Innovation Research and the Small Business Technology Transfer programs, also called America’s Seed Fund, provide more than $3.5 billion in early stage capital through a competitive awards process.

How it works
Every year, participating federal agencies announce topical areas that address their R&D needs. Eligible businesses submit proposals to win either grants or contracts.

There are three phases:
» The proof-of-concept stage typically lasts from 6-12 months, and ranges from $100,000-$225,000.
» The full R&D period lasts about 24 months and typically provides $600,000-$1.5 million.
» The commercialization stage is when you seek public or private funds for your venture.

How your startup benefits
The federal government also protects data rights and the ability to win sole-source phase III contracts.

Participating agencies:
» Department of Agriculture
» Department of Commerce
» National Institute of Standards and Technology

How the SBA helped us succeed
Killer Snails brings science out of the laboratory and into classrooms and living rooms with award-winning educational games, such as BioDive, Assassins of the Sea, and Biome Builder. The Brooklyn, NY-based business gained access to startup funding thanks to the Small Business Innovation Research program. Dr. Mandë Holford, left, Jessica Ochoa Hendrix, right, and Dr. Lindsay Portnoy envisioned how venomous marine snail research could be used in extended reality and digital learning to engage students and meet educators’ needs. The business has raised more than $1.2 million to support a team of full-time employees. Killer Snails’s tabletop, digital, augmented and virtual reality games have won national and international awards.
Looking for investors? For mature, profitable businesses with sufficient cash flow to pay interest, a Small Business Investment Company can help scale up your small business.

How an SBIC works
Investment companies with financing expertise in certain industry sectors receive SBA-guaranteed loans, which means the federal government is responsible in case of default. These investment companies then use the SBA-guaranteed capital and private funds to invest in qualifying small businesses. Each SBIC has its own investment profile in terms of targeted industry, geography, company maturity, the types and size of financing they provide.

To be eligible
The majority of your employees and assets must be within the United States. Some ineligible small businesses and activities include relenders, real estate, project financing, and foreign investment.

Visit sba.gov and click on Funding Program and then Investment Capital.
If you ask Stephanie Vitori, the person who coined the term “bittersweet” must have run a business. In the 15 years Stephanie has owned Cheeseburger Baby, the Florida burger joint has endured recessions, multiple hurricanes, and competition from corporate franchises. She has grown along with Cheeseburger Baby, changing with each stage of the business lifecycle.

Vitori worked as a delivery driver before purchasing the business in 2004. Since then, she’s expanded by purchasing two food trucks. She runs an open kitchen, which means customers can watch their 100% Angus beef cheeseburgers sizzle on the flat-top grill. Burgers are kept classic, no extra frills. “People feel at home,” Stephanie says. “You’re not just another table somebody has to serve.” Here, everybody feels like somebody, she says. So many people love a good cheeseburger, which is why all kinds of people are attracted to her restaurant. Cheeseburger Baby’s handcrafted patties have been featured on the Food Network and consumed by celebrities such as...
Jay-Z and Kanye West. Stephanie has met famous chefs “all through a cheeseburger.” But just as special to her is the Vietnamese couple who came in one day, speaking little English. They were eager to meet Stephanie and show her a napkin with “Cheeseburger Baby” scrawled on it. On the other side of the world, a friend had told them to come, so they did. It all just goes to show you, Stephanie says, people come together for a great cheeseburger.

**Challenge**

Despite these sweet moments, there have also been bitter ones. Hurricane Irma struck in 2017, and Cheeseburger Baby lost equipment and food supplies. Thirty percent of sales blew away with the wind. “It was a zombie zone in South Beach. People were scared to come since they thought everything was destroyed,” Stephanie says. “It was the roughest road I’ve ever traveled.”

**Solution**

An SBA disaster assistance loan aided Cheeseburger Baby’s recovery. The SBA provides direct low-interest loans to businesses of all sizes, nonprofits, homeowners, and renters to repair damage or replace property not covered by insurance or other forms of assistance. SBA disaster assistance loans can also be used to rebuild stronger, protecting your home or business against future damage caused by a disaster. The SBA also introduced Stephanie to her local Small Business Development Center.

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**What to do after a Disaster Declaration**

*After a disaster is declared by the President*

Register with FEMA at [disasterassistance.gov](http://disasterassistance.gov), or call (800) 621-3362, TTY 800-462-7585, or visit a Disaster Recovery Center. Locations can be found at [fema.gov/drc](http://fema.gov/drc). Businesses are automatically referred to the SBA. Most homeowners and renters will be referred by FEMA to the SBA to apply for disaster loan assistance. You must complete the SBA application to be considered for assistance. If the SBA cannot help you with a loan for all your needs, the SBA will in most cases refer you back to FEMA. If you do not complete an SBA application, you may not be considered for assistance from other agencies.

**Express Bridge Loan Pilot Program**

Businesses affected by a Presidential disaster declaration are eligible to receive expedited financing through an SBA Express lender. These funds may be used for disaster-related purposes while the business waits for long-term financing through the SBA’s direct disaster loan program.

- **Loan Amount:** $25,000
- **Terms:** up to seven years
- **Guarantee:** 50%

*After a disaster is declared by the SBA*

Businesses of all sizes, nonprofits, homeowners, and renters are eligible to apply for an SBA disaster assistance loan. Visit a Business Recovery Center or Disaster Loan Outreach Center in your area or visit [disasterloan.sba.gov/ela](http://disasterloan.sba.gov/ela) to apply for a loan. You can also call the SBA customer service center at (800) 659-2955, TTY (800) 877-8339, and ask for an application package. FEMA grant assistance for homeowners or renters is not available under an SBA declaration.

Information you need to get started:

- address of damaged residence or business and contact information
- insurance information, including type of insurance, policy numbers, and amount received
- household and/or business income
- description of disaster-caused damage and losses

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**When you’re affected by a disaster**

the SBA, the Federal Emergency Management Agency, and other organizations work together to provide assistance. Once immediate safety and security needs are met, the SBA helps get you and your community back to where you were before the disaster. Since low-interest SBA disaster assistance loans are government aid, creditworthiness and the ability to repay are taken into consideration before a loan is awarded.
The SBA provides direct low-interest loans to businesses of all sizes, nonprofits, homeowners, and renters to repair or replace damaged property not covered by insurance or other forms of assistance. SBA disaster assistance loans can also be used to rebuild stronger, protecting your home or business against future damage caused by a disaster. For information visit sba.gov/disaster.

Business Development Center, which provided assistance with financing options and marketing. She continues to meet with SBDC advisers every month to remain competitive in an ever-changing economy.

During disasters, the responsibility falls on the owner’s shoulders. But one lesson Stephanie has learned is the value in reaching out to others for assistance and counsel. While her brick-and-mortar restaurant was being rebuilt, she sold from a food truck. When the restaurant was operational again, she advertised that with spray paint on the plywood covering the broken windows. Stephanie and her wife, Gabrie Vitori, rebuilt Cheeseburger Baby by depending on each other and SBA assistance. See their story on YouTube by searching for the 2019 Phoenix Award for Small Business Disaster Recovery. “You’ve got to have resiliency. You’ve got to swallow your pride sometimes,” Stephanie says. “But you also have to believe in your product.”

Benefit
For Cheeseburger Baby, that product will continue satisfying the burger hankering of locals, celebrities, and tourists alike. Vitori sees expansion in her future—she’d like to have a brick-and-mortar restaurant and food truck in each growing town in South Florida. “My whole life is this. I’ve always felt a love for business ownership,” Vitori says. “That drive keeps you going.”

Keep in mind
Since an SBA disaster assistance loan is a direct loan from the government, other organizations may reduce or not award you a grant if you have received an SBA loan or other assistance for your disaster loss. Be sure to check with the organization offering assistance to see how an SBA loan might affect your eligibility for their program. In general, recovery expenses covered by insurance, FEMA or other forms of assistance may reduce the amount provided by your SBA disaster assistance loan.

Get Ready
The Ready Business program, ready.gov/business, gives step-by-step guidance on how to prepare your business for a disaster. The series includes preparedness toolkits for earthquakes, hurricanes, inland flooding, power outages, and severe winds/tornadoes. Spanish materials are available.
Getting Back to Business:  
**Six essential preparedness steps for creating a continuity plan**

The financial and emotional cost of rebuilding a business after a disaster can be overwhelming. With a business continuity plan in place, you can recover more quickly. Your plan also puts you in a better position to contribute to the economic recovery of your community.

1. **Establish a communications plan**
   - Test your calling tree or communications list to reach employees to ensure they and their families are safe.

2. **Protect your documents**
   - Keep copies of vital business documents in a digital format or in an accessible, protected off-site location.

3. **Review insurance coverage**
   - Contact your insurance agent to find out if your coverage is right for your business; make sure you understand the policy limits and deductibles.
   - Ask about business interruption insurance, which compensates you for lost income and covers operating expenses if your company has to temporarily shut down because of a disaster.

4. **Establish a solid supply chain**
   - If your vendors and suppliers are local and the disaster is widespread, you will all be in the same situation—struggling to recover. Put a disaster response plan in place to get key supplies from companies outside your area. Create a contact list of contractors and vendors you plan to use.

5. **Plan for an alternative location**
   - Identify several places to relocate your operations in case you must close your primary location for an extended time.
   - Consider creative options for available office space, including sharing space and resources with other businesses.
   - Allow employees to telecommute until your location reopens.

6. **Practice your plan with your staff**
   - Based on your location, assess your risk for every type of emergency.
   - Discuss as a group how your plan would be affected by different types of disasters, such as an earthquake, tornado, flood, mudslide, or hurricane.
Surety Bonds

SBA-backed surety bonds help small businesses succeed.

Eligible small businesses in the construction, supply, and service sectors better compete for contracting and subcontracting jobs using SBA-backed surety bonds.

How you benefit
Surety bonds help small businesses receive the bonding assistance they need to win contracts by providing the customer with a guarantee the work will be completed.

How surety bonds work
Many contracts require surety bonds, which are offered by surety companies. The SBA guarantee provides an incentive for surety companies to work with small businesses that would normally not be able to obtain the bond.

Is the program right for you?
Small businesses that often come to the SBA for surety bonds:

» startups and firms in business less than three years

» businesses with credit issues or internally prepared financial statements

» those who cannot secure bonding through regular commercial channels

» subcontractors with a desire to establish their own bonding as a prime contractor

» those wishing to increase their current bonding limits

HOW THE SBA HELPED ME SUCCEED
With SBA-backed surety bonds, Frank Spencer III has been able to better compete for commercial and government contracts. Aztec Contractors of El Paso, TX received the bonding support it needed to compete for construction contracts with the General Services Administration, U.S. Army Corps of Engineers, and the Mission and Installation Contracting Command. Frank acquired Aztec in 2006 with no capital and only two employees. Now he employs 25 full time and provides internship opportunities. Sales have grown to about $30 million annually. Aztec now qualifies for bonding in the standard surety market without SBA support.
For all contracts and subcontracts up to $6.5 million, the SBA guarantees bid, payment, performance, and ancillary bonds issued by surety companies. For federal contracts up to $10 million, the SBA makes a guarantee if it’s in the best interest of the government.

The SBA reimburses surety companies in case of default 90% of losses sustained for veteran & service-disabled veteran, minority, 8(a), and HUBZone-certified small businesses; all projects up to $100,000 and 80% for all other small businesses.

Need a surety bond guarantee fast?

For contracts under $400,000, the process is streamlined using the SBA’s QuickApp program.

- easy application
- no need to submit financials to the SBA
- online applications submitted to SBA authorized agents approved within hours

Ready to start?

The SBA partners with 36 surety companies and hundreds of bonding agents. Find authorized agents at sba.gov/osg.

Do you want to discuss the advantages of the SBA’s Surety Bond Guarantee program?

Contact a bonding specialist:

Tamara E. Murray  
Denver, CO  
(303) 927-3479

Kevin Valdes  
Seattle, WA  
(206) 553-7277

Jennifer C. Bledsoe  
Washington, DC  
(202) 205-6153
Taking the Helm

Jennifer Rahn steers Admiral Engineering and Manufacturing to success as a government subcontractor.

WRITTEN BY MICALEA MORRISSETTE
Jennifer Rahn was first hired as an office assistant at Phoenix, Arizona-based Admiral Engineering and Manufacturing Co. Rising to the top in a sector dominated by men, Rahn’s career sounds a lot like the classic American success story. She got there with the help of a mentor and business growth earned as a federal government subcontractor.

For 16 years, Rahn worked side-by-side with then-owner David Schlosser, who became her mentor. Rahn says she learned “everything it takes to run a machine shop. I naturally just picked it up and wanted it.”

The learning curve was steep—Admiral specializes in complex machined parts for industries including aerospace and communications—and Schlosser expected as much as he gave. “When I did something wrong, he told me, and I didn’t do that again,” Rahn said, laughing.

One of their largest clients, aerospace and defense company L3 Technologies, nominated Admiral for the SBA Subcontractor of the Year award. As a subcontractor for L3 Technologies, Rahn said she gets great satisfaction from knowing soldiers are able to communicate with their leaders because of parts her company has made.

When Schlosser decided to retire, he asked Rahn to purchase Admiral. “He did not want to sell to a corporation that would bring in their own people or end up foreclosing,” Rahn says. “Then all your hard work is gone. I agreed because it was everything I had spent my life working on, too.”

In September 2017, she took over as owner and president. Ownership transition poses a unique set of challenges. Rahn wanted to maintain relationships with her existing clients, which include major government contractors. She’s grateful prime contractors have incentive to subcontract with small business, and that helps businesses like Admiral.

Rahn has plans to grow, but not in the typical ways. She’s investing in replacing equipment, enhancing efficiency and productivity while leading Admiral into new arenas like 3D printing. Because of the stability provided by being a government subcontractor, she’s able to do all of this.

**Tips for Success:**

- **Find a mentor.**
  I had a great mentor in my company, and I reached for opportunity when it was in front of me.

- **Always move forward.**
  The SBA has educational resources to improve your business know-how. To learn more about government contracting and SBA certification programs, call your local SBA district office or procurement center representative.

- **Compete smart.**

- **Know your industry.**
  I see everything; I have my hands in everything. I don’t want to expand to where I can’t do that anymore.

- **Build a team.**
  Everybody feels like this is our work family. My employees are as big a part of my company as I am, so I make sure they know that.
How to do business with the government

1. Identify your product or service number at naics.com.

2. Search the FedBizOpps database (fbo.gov) to see if any federal agencies are looking for your product or service.

3. Attend an SBA district office workshop on contracting. Visit sba.gov/localassistance to find your local office.

4. Talk to a local Small Business Development Center counselor (see page 8) or visit a Procurement Technical Assistance Program adviser. Find your closest center at aptac-us.org.

5. Obtain a free DUNS number at fedgov.dnb.com/webform.

6. Register with the System for Award Management (sam.gov) to start doing business with the government.

Are you eligible for SBA certification programs? Read more about the 8(a), woman-owned small business, and HUBZone programs. Find out if you are eligible and upload all required documents to certify.sba.gov.
Government Contracting

Is it right for you? Government contracting can be a valuable tool to grow your small business, but it isn't for everyone. Complete the following readiness assessment to help you decide whether your company can successfully compete for government contracts.

1. Does the government buy the product or service that you sell?
   - Continue to question 2.
   - Government contracting may not be for you at this time.
   - Start with your local SBA district office. If you can't identify at least three federal agencies that might buy what you sell, contracting might not be right for you.

2. Are you capable of fulfilling a government contract (e.g., time, staffing, and materials)?
   - Continue to question 3.
   - Your local SBA district office can help you gauge ramp-up time and other factors that contribute to government contracting success.

3. Confirm your answer to all of the following:
   - Is the majority owner(s) a U.S. citizen?
   - Does your company have a place of business in the U.S.?
   - Is your business organized for profit?
   - Does your business generate revenue?
   - These are requirements for participation in government contracting programs.

4. Are you credit worthy?
   - Continue to question 5.
   - Visit an SBA Resource Partner for tips on repairing your credit.
   - Talk to an SBA Lender about how to build credit.

5. Do you have an accounting system that produces financial statements, such as profit and loss statements, balance sheets, and cash flow projections?
   - Continue to question 6.
   - Before you get into government contracting, make sure your accounting system is compatible with the government's requirements.

6. Do you have cash on hand to purchase working inventory, if needed?
   - Continue to question 7.
   - Talk to an SBA Lender about getting a line of credit or a loan to do business with the government.

7. Do you already have federal/state/local government contracting experience?
   - Continue to question 8.
   - If you don't yet have contracting experience, you won't reap the full benefit of opportunities like the 8(a) Business Development Program. You can participate in the 8(a) program once, so make sure it's the right time for you.

8. Do you know where to find contracting opportunities?
   - Continue to question 9.
   - Ask an SBA business opportunity specialist for help.

9. Make sure you have:
   - a DUNS number
   - the NAICS codes and size standards for your industry
   - SAM registration
   - This is a requirement for participation in some government contracting programs.

It sounds like you may be a good fit for government contracting! Visit your local SBA district office or sba.gov/contracting for more information.
SBA Certification Programs

Your business could earn profit and gain valuable work experience by providing goods or services to the government.

**HOW THE SBA HELPED ME SUCCEED**

September Myres knew that becoming a government contractor would empower herself and other native peoples, while also growing her small business to the next level. She sought business development assistance from the SBA, qualifying for the SBA 8(a) Business Development Program, which helps small disadvantaged businesses compete in the federal marketplace. This program helped September strategically grow her company to become a competitive force in the environmental services industry.

Sundance Consulting of Pocatello, ID has won contracts from the Army Corps of Engineers and the U.S. Forest Service. She has continually secured Department of Defense contracts to improve Native American lands adversely affected by past department activities. September often assists Native American tribes and Alaska Native villages with developing projects and community plans.

American Indians, Alaska Natives, and native Hawaiians seeking entrepreneurial development training can start, grow, and expand their business with the help of the SBA, sba.gov/naa. The Office of Native American Affairs also consults with tribal governments prior to finalizing SBA policies affecting tribes.

Contracting certification programs are designed to help you better compete for and win federal contracts set aside for small businesses. Visit sba.gov/contracting to learn more about set-asides and whether one or more of these government certification programs is right for your business. To see if you are eligible and then certify as a woman-owned, HUBZone, 8(a), or All Small business, visit certify.sba.gov.

**8(a) Business Development Program**

If you’re an entrepreneur who is socially or economically disadvantaged, you may be eligible to receive business training and government contracting assistance through the 8(a) Business Development Program, sba.gov/8a. It includes free business development education, training workshops, and match-making opportunities with federal buyers. Firms owned by Alaska Native Corporations, Indian tribes, Native Hawaiian organizations, and Community Development Corporations are also eligible for 8(a) business development assistance.

To be eligible for the 8(a) program, your small business must:

- be owned and controlled by U.S. citizens who are socially and/or economically disadvantaged
- demonstrate at least a two-year track record and have potential for continued success
- have a net worth and adjusted gross income of less than $250,000 and assets under $4 million

**Socially disadvantaged:** those subjected to racial or ethnic prejudice or cultural bias without regard to their individual qualities because of their identity as members of certain groups. The following groups often fit this status: Black Americans, Native Americans, Alaska Natives, Native Hawaiians, Hispanic Americans, Asian Pacific Americans, and Subcontinent Asian Americans. A person who is not a member of one of these groups must establish that it is more likely than not that he or she has suffered social disadvantage.

**Economically disadvantaged:** those whose ability to compete in the marketplace has been impaired because they have not had as much capital and credit opportunities compared to others in the same or similar line of business.

The benefits of the 8(a) program:

- You are assigned an SBA professional to help coordinate business development assistance.
- You could be awarded an 8(a) sole-source contract up to $4 million for goods and services, $7 million for manufacturing, exceptions apply.
- 8(a) small business that can provide the needed services. This is an accelerated process saving time for both you and the government agency or office.

**All Small Mentor-Protege Program**

Looking for an opportunity to partner with a more experienced firm for mentorship? That effort can be rewarded in the All Small Mentor-Protege Program, sba.gov/allsmallmpp. At the same time you’re gaining invaluable direction and experience, you and your mentor can compete for government contracts, further growing your business. To qualify for this program:

- Proteges must have a mentor prior to applying for the program. Visit your local SBA office for guidance. Ask about the SBA’s Resource Partners and the Procurement Technical Assistance Program for help in connecting you with a mentor business.
Women-Owned Small Business Certification

If you’re a woman proprietor looking to sell to the federal government, you may be eligible for the Women-Owned Small Business certification, sba.gov/wosb.

Here’s how to get certified:

1. Make sure you’re eligible
   - Your business must be at least 51 percent owned and controlled by one or more women who are U.S. citizens. The ownership must be direct and unconditional.
   - A woman must hold the highest officer position and have managerial experience required to run the business.
   - One or more women must manage the daily business operations on a full-time basis and conduct long-term decision making and planning.

To qualify as an economically disadvantaged woman-owned small business, your company must meet these criteria and the business owner and/or manager must meet certain income and asset requirements.

2. Register
   - Register with the System for Award Management (sam.gov) to start doing business with the government.

3. Certify
   - Self-certify as a woman-owned small business for free, or obtain certification from one of the SBA’s approved third-party certifiers (which costs a fee):
     - El Paso Hispanic Chamber of Commerce
     - National Women Business Owners Corporation
     - U.S. Women’s Chamber of Commerce
     - Women’s Business Enterprise National Council
   
   All required documents must be uploaded to certify.sba.gov prior to submitting an offer on a contract set aside for the program.

4. Update your status
   - Update your status as a woman-owned small business in sam.gov.

5. Search the database
   - Search the FedBizOpps database (fbo.gov) for your new business opportunity.
The U.S. government is the largest single purchaser of goods and services in the world. Every year it awards more than $500 billion in contracts. Of those prime contracts, the federal government must set aside 23 percent for small businesses. This includes:

- 5 percent for small disadvantaged businesses
- 5 percent for women-owned small businesses
- 3 percent for HUBZone-certified small businesses
- 3 percent for service-disabled veteran-owned small businesses

Get Expert Contracting & Certification Help

Federal contracting can be complex, but you don’t have to do it alone. A Procurement Technical Assistance Center adviser can help you determine if your business is ready for government contracting. An adviser can also help you register in the System for Award Management (sam.gov), and see if you’re eligible for any small business certifications and/or programs. One-on-one counseling is free or low cost. Visit sba.gov/localassistance to find your local SBA office or an SBA Resource Partner near you (see page 8).

University of Delaware PTAC
Dr. Walt Blaney
Office of Economic Innovation and Partnerships
1 Innovation Way, suite 301, Newark
(302) 831-0780
wblaney@udel.edu
delawarecontracts.com

By the Numbers

The U.S. government is the largest single purchaser of goods and services in the world. Every year it awards more than $500 billion in contracts.
Small business is no small task.
So Progressive offers commercial auto and business insurance that makes protecting yours no big deal.
Local Agent | ProgressiveCommercial.com