What Can
MOMENTUM
Do for Businesses?

Accelerate Success.

American Momentum Bank is proud to offer creative financing solutions supporting our local business community. As a Preferred SBA (Small Business Administration) Lender, we originate, underwrite and approve loans directly on behalf of the SBA, resulting in quick decisions, approvals and closings.

Patrick Fenech
Sr. VP / Managing Director SBA Lending
pfenech@americanmomentum.bank
(813) 833-9002

Ruben Alfaras
Sr. VP / SBA Business Development Officer
ralfaras@americanmomentum.bank
(813) 748-7926

Steven R. Hoschak
VP / SBA Business Development Officer
shoschak@americanmomentum.bank
(813) 300-9246

Jeannine Balanky
VP / SBA Business Development Officer
jbalanky@americanmomentum.bank
(904) 477-7057

American Momentum Bank

866-530-BANK (2265) americannmomentum.bank

SBA loans from American Momentum Bank are in participation with the United States Small Business Administration. Loans are subject to approval in accordance with SBA eligibility and lending guidelines. Other lending programs are available. Rates and terms are subject to change.

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ON THE COVER: Skyline on Jacksonville, photo by David Mark on Pixabay; Stephanie Vitori, courtesy of the SBA; Adriana Medina, courtesy of the SBA
You love growing your business.

Then you’ll love this bank.

Need more space? Lack of equipment holding you back? Progress can empower you with our expertise and be by your side as you make those big, and not so big, decisions. We want to clear the path so you can focus on your growth.

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ProgressBank
myprogressbank.com
NMLS#401921
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
From Florida, companies can effortlessly conduct business around the corner or around the world.

We offer trade grants worth up to $7,500 for small and medium-sized manufacturers and services providers. These grants can reduce the cost of doing business around the world with:

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✓ Overseas Trade Show Participation
✓ Gold Key Service/Business Matchmaking
✓ Website Localization

To learn more about international trade, contact Enterprise Florida at trade@enterpriseflorida.com, or visit enterpriseflorida.com/export.
District Director Letter

District Director
Wilfredo J. Gonzalez
wilfredo.gonzalez@sba.gov

Deputy District Director
Gilbert Colón
gilbert.colon@sba.gov

Public Affairs Specialist
Nayana Sen
nayana.sen@sba.gov

Administrative Officer
Jacqueline L. Gardner
jacqueline.gardner@sba.gov

Orlando Senior Area Manager
Jose “Ed” Ramos
jose.ramos@sba.gov

Supervisory Business Opportunity Specialist
Kenneth R. Hamilton
kenneth.hamilton@sba.gov

Supervisory Lender Relations Specialist
James Van Horn
james.vanhorn@sba.gov

Business Opportunity Specialists
Jay W. Choi
jay.choi@sba.gov
Carmen E. Gonzalez
carmen.gonzalez@sba.gov
Leticia D. Clark
tisa.clark@sba.gov
Derrick D. Willoughby
derrick.willoughby@sba.gov

Economic Development Specialist/Veteran’s Representative
Natalie C. Hall
natalie.hall@sba.gov

Economic Development Specialist/Women’s Business Representative
Thaddeus D. Hammond
thaddeus.hammond@sba.gov

Lender Relations Specialist
Rosalind D. Bryant
rosalind.bryant@sba.gov

Trial Attorney
Lisa S. Still
lisa.still@sba.gov

Procurement Center Representatives
Arleen L. Boyd-Alston
(904) 542-6220
arleen.boyd-alston@sba.gov
Thomas Van Horn
(407) 380-8252
thomas.vanhorn@sba.gov

Business Opportunity Specialist/HUBZone Liaison Officer
Jay W. Choi
jay.choi@sba.gov

Supervisory Business Opportunity Specialist/HUBZone Liaison Officer
Kenneth R. Hamilton
kenneth.hamilton@sba.gov

Office of International Trade Northern Florida Regional Manager
Sandro Murtas
(727) 464-7177
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 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.

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**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.
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.

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**SMALL BUSINESS DEVELOPMENT CENTERS**

950+

Small Business Development Centers

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**

300+

SCORE chapters

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.

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**WOMEN’S BUSINESS CENTERS**

100+

Women’s Business Centers

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.

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**VETERANS BUSINESS OUTREACH CENTERS**

20+

Veterans Business Outreach Centers

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](http://sba.gov/score) to start working on your business goals. Contact your local office to schedule an appointment.

**Citrus County Chapter**
3810 S. Lecanto Highway
Building C1-101w
Lecanto
(352) 249-1236
citruschapter@live.com

**Jacksonville Chapter**
7825 Baymeadows Way, suite 100b
Jacksonville
(904) 443-1911
[jacksonville.score.org](http://jacksonville.score.org)

**Volusia/Flagler Chapter**
149 S. Ridgewood Ave., suite 301
Daytona Beach
(386) 255-6689
info@score87.org

**Panama City Chapter**
FSU Business Innovation Center
4750 Collegiate Drive
Panama City
(850) 257-3453
[panamacity.score.org](http://panamacity.score.org)

**Orlando Chapter**
3201 E. Colonial Drive, suite A-20
Orlando
(407) 420-4843
score@floridanec.org

**Space Coast Chapter**
1600 Sarno Road, suite 205
Melbourne
(321) 254-2288
[spacecoast.score.org](http://spacecoast.score.org)
LOCAL BUSINESS ASSISTANCE

North Central Florida Chapter
101 SE Second Place, suite 104
Gainesville
(352) 375-8278
chapter408@scoregainesville.org

Mid-Florida Chapter
11962 Circle 101, suite 302 #259
The Villages
(352) 399-0050
midfloridascore@volunteer.org

Small Business Development Centers
floridasbdc.org

Brooksville SBDC
Greater Hernando Chamber of Commerce
15588 Aviation Loop Drive
(352) 796-0697

Daytona Beach SBDC
1200 W. International Speedway Blvd., building 150, suite 300
(386) 506-4723

Fleming Island SBDC
Clay County Chamber of Commerce
1845 Town Center Blvd., building #410
(904) 621.5030

Fort Walton Beach SBDC
815 Beal Parkway NW, suite A
(850) 586-7809

Gainesville SBDC
Gainesville Technology Enterprise Center
2153 SE Hawthorne Road, suite 139
(352) 334-7230 or (866) 998-8332

Gretna SBDC
14615 E. Main St.
(850) 561-2036

Groveland SBDC
The Suites at Hunt Industrial Park
15430 County Road 565A, suite F
(352) 404-7338

Jacksonville SBDC
UNF Adam W. Herbert University Center
12000 Alumni Drive
(904) 620-2476

Live Oak SBDC
Suwannee County Chamber of Commerce
212 N. Ohio Ave.
(386) 362-1782

Mount Dora SBDC
17521 US Highway 441, suite #6
(352) 602-4575

Ocala SBDC
College of Central Florida Enterprise Center
3003 SW College Road, building 42, suite 105
(352) 622-8763 or (866) 998-8332

Orlando SBDC
3201 E. Colonial Drive, suite A-20
(407) 420-4850

Palatka SBDC
Palatka Welcome Center
900 St. Johns Ave.
(386) 666-1082

Palm Coast SBDC
Palm Coast Business Assistance Center
160 Lake Ave.
(386) 986-4786

Panama City SBDC
14101 Panama City Beach Parkway #200
(located in Carr, Riggs, and Ingram CPAs)
(850) 818-0570 or 0571

Pensacola Downtown SBDC
Greater Pensacola Chamber
890 S. Palafox St., suite 202
(850) 912-4434 or (850) 912-4435

Pensacola SBDC
9999 University Parkway
(850) 474-2528

Sanford SBDC
Seminole State College
1445 Dolgner Place
(407) 321-3495

St. Augustine SBDC
St. Johns County Growth Management Permit Center
4040 Lewis Speedway
(904) 209-1295

Tallahassee SBDC
625 E. Tennessee St.
(850) 599-3407

Wildwood SBDC
The Villages Sumter County Service Center
7375 Powell Road, suite 140
(352) 689-4449

Yulee SBDC
Page Government Complex
96135 Nassau Place, suite 1
(904) 530-6027

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

Veterans Business Outreach Center
Florida Veterans Business Outreach Center
Monday-Friday 8 a.m.– 4 p.m.
Director Brent Peacock
Gulf Coast State College
Asbell Business Building, room 206
Panama City
(800) 542-7232 x01
vboc.org

Jacksonville Women’s Business Center
Director Ellen Sullivan
3 Independent Drive
(904) 366-6640
jaxchamberfoundation.org/jacksonville-womens-business-center
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 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).

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).
LOCAL BUSINESS ASSISTANCE

Adriana Medina, owner of Fuerte Fitness, in Seattle, WA, received counseling from a SCORE mentor and a Women’s Business Center adviser.

How to Start a Business in North Florida

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. 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.

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, 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 for the latest tax reform updates that affect your bottom line.

» IRS Tax Assistance Centers
   To make an appointment at any location contact (844) 545-5640. Open Monday-Friday 8:30 a.m.-4:30 p.m.

Daytona Beach/Holly Hill
   149 S. Ridgewood Ave.
   Daytona Beach
   (386) 254-7360

Jacksonville
   400 W. Bay St.
   (904) 665-1040

Lakeland
   2133 Harden Blvd.
   (863) 904-3399

Maitland/Orlando
   850 Trafalgar Court
   Maitland
   (321) 441-2586

Ocala
   3300 SW 34th Ave.
   (352) 401-0010

Panama City
   651-F W. 14th St.
   (850) 481-4016

Pensacola
   7180 Ninth Ave. N
   (850) 475-7360

Tallahassee
   1211 Governor’s Square Blvd.
   (850) 402-8659

» State Taxes
   Florida Department of Revenue
   Taxpayer Services, Sales Tax Information
   (800) 352-3671
dor.myflorida.com

Social Security
   If you have any employees, including officers of a corporation but not the sole proprietor or partners, you must make periodic payments, and/or file quarterly reports about payroll taxes and other mandatory deductions.
   You can contact the IRS or the Social Security Administration for information, assistance, and forms, at (800) 772-1213 or visit socialsecurity.gov/employer. You can file W-2s online or verify job seekers through the Social Security Number Verification Service.

Employment Eligibility Verification
   The Federal Immigration Reform and Control Act of 1986 requires employers to verify employment eligibility of new employees. The law obligates an employer to process Employment Eligibility Verification Form I-9. The U.S. Citizenship and Immigration Service offers information and assistance through uscis.gov/i-9-central. For forms call (800) 870-3676. For the employer hotline call (888) 464-4218 or email I-9central@dhs.gov.
   E-Verify, operated by the Department of Homeland Security in partnership with the Social Security Administration, electronically verifies the Social Security number and employment eligibility information reported on Form I-9. It's the quickest way for employers to determine the employment eligibility of new hires. Visit e-verify.gov, call (888) 464-4218 or email e-verify@dhs.gov.

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.

» U.S. Labor Department-Wage & Hour Division
   400 W. Bay St, Jacksonville
   (904) 359-9292
usdol.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.

Child Support Customer Service
(850) 488-5437

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 Texas Regional Office in Dallas, uspto.gov/texas.

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

African American Chamber of Central Florida
(407) 420-4840

Asian American Chamber
(407) 999-7854

Hispanic Chamber of Central Florida
(407) 428-5870

Orlando region
(407) 835-8005

Amelia Island/Fernandina/Yulee
(904) 261-3248

Bay County
(850) 215-3761

Central FL-Caribbean
(407) 491-9192

West Volusia
(386) 775-2793

Clay County
(904) 394-7199
DeLand
(386) 734-4331

Deltona
(386) 490-4606

First Coast Hispanic Chamber
(904) 994-3553

Indo-US Chamber of North East Florida
(904) 728-6397

Jacksonville
(904) 366-6651

Flagler County
(386) 437-0106

Florida Black Chamber
(850) 433-0593

Pensacola
(850) 438-4081

Jackson County
(850) 482-8060

Maitland
(407) 644-0741

Ponte Vedra Beach
(904) 285-2004

Putnam County
(386) 328-1503

St. Johns County
(904) 829-5681

Tavares
(352) 343-2531

Economic Development

Department of Economic Opportunity
107 E. Madison St., Caldwell Building

Tallahassee
(850) 717-8519
floridajobs.org

Alachua
alachuacounty.us

Baker
bakercountyfl.org

Bay
cobay.fl.us

Bradford
bradford-co-fla.org

Calhoun
calhounc.org

Citrus
bocc.citrus.fl.us

Clay
claycountygov.com

Columbia
columbiacountyfla.com

Dixie
dixie.fl.gov

Duval
coj.net

Escambia
myescambia.com

Flagler
flaglercounty.org

Franklin
franklincountyflorida.com

Gadsden
gadsdengov.net

Gilchrist
gilchrist.fl.us

Gulf
gulfcountygovernment.com

Hamilton
hamiltoncountyflorida.com

Hernando
hernandocounty.us

Holmes
holmescountyonline.com

Jackson
jacksonclerk.com

Jefferson
jeffersoncountyfl.gov

Lafayette
lafayetteclerk.com

Lake
lakecountyfl.com

Leon
leoncountyfl.gov

Levy
levycounty.org

Liberty
libertyboc.com

Madison
madisoncountyfl.com

Marion
marioncountyfl.org

Nassau
nassaucountyfl.com

Okaloosa
cokaloosa.fl.us

Orange
orangecountyfl.net

Putnam
putnam-fl.com/bocc

Santa Rosa
santarosa.fl.gov

Seminole
seminolecountyfl.gov

St. Johns
cost-johns.fl.us

Sumter
sumtercountyfl.gov

Suwannee
suwcounty.org

Taylor
taylorcountygov.com

Union
unioncounty-fl.gov

Volusia
volusia.org

Wakulla
mywakulla.com

Walton
cowalton.fl.us

Washington
washingtonfl.com
Entrepeneurial 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.
Only Hiscox sees your business is as unique as a barcode.

Hiscox, America’s #1 online business insurer, tailors its policies to each small business’s very specific needs … and yours.

Get a quote and buy online at Hiscox.com or call 877-854-2990.
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? Boots to Business: Reboot teaches this entrepreneurship curriculum off base and in local communities. Register for either B2B program at [https://sbavets.force.com](https://sbavets.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](https://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 49.

**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](http://sba.gov/vboc). For veterans business information visit [sba.gov/veterans](http://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.
Jeff Turbeville

OWNER/CEO, SUNSHINE PEANUT CO.

Jacksonville, FL

- **The Challenge** Jeff Turbeville started Sunshine Peanut Co. in 2003, after almost 12 years of working in his father’s food distribution business. Even though Jeff didn’t have experience in food manufacturing, he grew the company to a $10 million a year business. When a severe drought raised the cost of the raw goods, the company was faced with bankruptcy.

- **SBA Solution** Jeff sought business guidance from his local SBA Resource Partner, the Small Business Development Center at the University of North Florida. Jeff’s business adviser helped him secure a $3 million U.S. Department of Agriculture loan to put his company back on the right track. Jeff learned how to adjust his business plan and adopted many temporary cost-saving moves, such as operating out of a home office (including shelling the peanuts). When it came time to re-establish his business in a commercial zone, he took SBA advice and chose a Historically Underutilized Business Zone, a HUBZone. Jeff wanted to contribute to the Jacksonville community and expand into government contracting.

- **The Benefits** As profitability increased, Jeff acquired a neighboring building to accommodate his growing workforce, which includes 38 full-time employees. He recommends that small business owners consider untapped sources of talent in their community, such as formerly incarcerated people, employees with disabilities, and foster youth transitioning to independence. Not only is Jeff providing employment opportunity, he’s also meeting hiring needs critical to his own business success.
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. Brainstorm 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.
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.

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**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.

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**LEAN STARTUP PLAN CHECKLIST**

- Key partnerships
- Key activities
- Key resources
- Value proposition
- Customer relationships
- Customer segments
- Channels
- Cost structure
- Revenue streams
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 Herberths 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 Herberths, founding members of the American Mead Makers Association, have traveled around the world hosting pairing events and pouring at craft beverage festivals.

Challenge
The Herberths 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 Herberths’ 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 Herberths recently purchased a historic building in downtown Phoenix, Arizona to open a mead-pairing restaurant.

Benefit
The Herberths 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.

BUSINESS SERVICES

121 Financial Credit Union Business Services is here to help you with your business goals.

Whether you are starting a business or expanding, we have several loan and account options to help you on your journey.

Top North Florida Credit Union
2016, 2017

Top 1st Mortgage Lender
2014, 2015, 2016, 2017

Financial Advocate Award
David Marovich, 2015

904.723.6330
business@121fcu.org
These participating SBA Lenders serve all Florida unless otherwise noted. Contact the lender for more bank locations.

**ALACHUA COUNTY**

**Campus USA Credit Union**
David Barber
(352) 335-9090

**Capital City Bank**
Gregory Grisson
(352) 339-7495

**Columbia Bank**
Matthew Braddy
(352) 275-0127

**Community Bank & Trust of Florida**
John Tight
(352) 369-1000

**First Community Bank SW Florida**
(866) 418-0118

**Florida Credit Union**
Evan Pitts
(352) 377-4141

**Harbor Community Bank**
Bob Page
(352) 333-6517

**Merchants & Southern Bank**
(352) 264-7266

**SunState Federal Credit Union**
(352) 240-1420

**BAY COUNTY**

**American Momentum Bank**
Jeannine Balanky
(866) 530-2265

**Ameris Bank**
Pat Stroud
(352) 264-7256

**BBVA Compass**
Jami Bucy
(904) 564-8749

**Celtic Bank**
(866) 644-0042

**Centennial Bank**
(850) 873-4113

**Customers Bank**
Stephanie Schwandt
(850) 276-0484

**First National Bank of NW Florida**
Kim Johns
(850) 769-3207

**Regions Bank**
(904) 757-4269

**Navy Federal Credit Union**
John McDaniel
(850) 912-0844

**TC Federal Bank**
Jessica Tryon
(850) 894-3001

**Summit Bank**
Jim Looker
(850) 785-3669

**United Bank**
(850) 858-1201

**BRADFORD COUNTY**

**Capital City Bank**
Gregory Grisson
(352) 339-7495

**BAKER COUNTY**

**American Momentum Bank**
Jeannine Balanky
(866) 530-2265

**First Atlantic Bank (a division of National Bank of Commerce)**
Karen Farah
(904) 348-3100

**CITRUS COUNTY**

**First Green Bank**
Javier Jorge
(754) 216-0674

**CLAY COUNTY**

**Bank of America**
Eddie Rush
(904) 728-7146

**BBC National Bank**
John McClure
(904) 321-2905

**Capital City Bank**
Gregory Grisson
(352) 339-7495

**Chase**
Euclides Pagan
(407) 236-5470

**First Atlantic Bank (a division of National Bank of Commerce)**
Karen Farah
(904) 348-3100

**Regions Bank**
Conrad Jay
(904) 213-7868

**COLUMBIA COUNTY**

**Columbia Bank**
Casey Norris
(386) 487-3126

**Peoples State Bank**
Chris Dampier
(386) 754-0002
<table>
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<tr>
<th>FUNDING PROGRAMS</th>
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<td>DUVAL COUNTY</td>
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<tr>
<td><strong>American Momentum Bank</strong></td>
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<td>Jeannine Balanky</td>
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<td>(866) 530-2265</td>
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<td><strong>Ameris Bank</strong></td>
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<td>Janice Bounds</td>
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<td>(904) 699-9761</td>
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<td><strong>Atlantic Coast Bank</strong></td>
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<td>(904) 998-5500</td>
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<td><strong>BB&amp;T</strong></td>
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<td>Iris Jones</td>
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<td>(904) 361-5391</td>
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<td><strong>Bank of America</strong></td>
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<td>Eddie Rush</td>
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<td>(904) 271-1648</td>
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<td><strong>CBC National Bank</strong></td>
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<td>Holly Edenfield</td>
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<td>(904) 491-9840</td>
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<td>Ed Randall</td>
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<td>(904) 239-7534</td>
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<td><strong>Fifth Third Bank</strong></td>
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<td>Denise Horton</td>
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<td>(904) 486-1942</td>
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<td><strong>First Atlantic Bank (a division of National Bank of Commerce)</strong></td>
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<td>Karen Farah</td>
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<td>(904) 348-3100</td>
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<td><strong>First Citizens Bank</strong></td>
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<td>Tim Abbott</td>
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<td>(904) 394-2289</td>
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<td><strong>Florida Capital Bank</strong></td>
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<td>(904) 407-4740</td>
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<td><strong>Harvest Small Business Finance</strong></td>
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<td>Bob Bonenberger</td>
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<td>(904) 535-7288</td>
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<td><strong>Iberia Bank</strong></td>
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<td>Abel Harding</td>
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<td>(904) 446-1940</td>
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<td><strong>Navy Federal Credit Union</strong></td>
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<td>Susan Miller</td>
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<td>(904) 351-7424</td>
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<td>(850) 202-9900</td>
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<td>Kathy Phillips</td>
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<td>(850) 202-1308</td>
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<td><strong>Hancock Bank</strong></td>
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<td>Brad Schild</td>
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<td>(850) 444-3221</td>
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<td>Tracy DeVack</td>
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<td><strong>First Green Bank</strong></td>
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<td>Javier Jorge</td>
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<td>(754) 216-0674</td>
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<td><strong>Hancock Bank</strong></td>
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<td>Rubi Torres</td>
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<td>(386) 446-4313</td>
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<td><strong>Reunion Bank Florida (a division of National Bank of Commerce)</strong></td>
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<td>Chad Bowling</td>
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<td>(904) 471-7947</td>
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<td><strong>Franklin County</strong></td>
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<td><strong>Centennial Bank</strong></td>
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<td>Monica Lemieux</td>
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<td>(850) 653-8805</td>
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<td><strong>Gilchrist County</strong></td>
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<td><strong>Columbia Bank</strong></td>
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<td>Clarence Cannon</td>
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<td>(386) 487-3126</td>
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<td><strong>Drummond Community Bank</strong></td>
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<tr>
<td>Amy Owens</td>
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<td>(352) 463-3010</td>
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<td><strong>Hillsborough County</strong></td>
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<td><strong>HomeBanc</strong></td>
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<td>Deanna Tennian</td>
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<td>(813) 549-5142</td>
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<td><strong>PNC Bank</strong></td>
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<td>Mimoza Noll</td>
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<td>(813) 293-6655</td>
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<td><strong>Valley National Bank</strong></td>
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<td>Karen Bricken</td>
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<td><strong>CBC National Bank</strong></td>
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<td>Steve Penza</td>
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<td>(772) 492-0609</td>
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<td><strong>Jackson County</strong></td>
</tr>
<tr>
<td><strong>American Momentum Bank</strong></td>
</tr>
<tr>
<td>Jeannine Balanky</td>
</tr>
<tr>
<td>(866) 530-2265</td>
</tr>
<tr>
<td>First Federal Bank of Florida</td>
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<tr>
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<tr>
<td>First Commerce Credit Union</td>
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<tr>
<td>TC Federal Bank</td>
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<tr>
<td>Lafayette County</td>
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<td>Lafayette State Bank</td>
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<td>Lake County</td>
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<tr>
<td>BMO/Harris Bank</td>
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<tr>
<td>First Green Bank</td>
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<tr>
<td>Insight CU</td>
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<tr>
<td>Seacoast National Bank</td>
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<td>Marion County</td>
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<td>American Momentum Bank</td>
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<tr>
<td>Community Bank &amp; Trust of Florida</td>
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<td>Drummond Community Bank</td>
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<td>First Avenue National Bank</td>
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<td>First City Bank</td>
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<td>First Florida Bank</td>
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<tr>
<td>Regions Bank</td>
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<tr>
<td>Summit Bank</td>
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<tr>
<td>Synovus Bank</td>
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<td>United Bank</td>
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<tr>
<td>Orange County</td>
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<td>American Momentum Bank</td>
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<td>Axiom Bank</td>
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<tr>
<td>Bancorp</td>
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<tr>
<td>BankUnited</td>
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<tr>
<td>Chase</td>
</tr>
<tr>
<td>Fairwinds Credit Union</td>
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<tr>
<td>First Green Bank</td>
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**LAFAYETTE COUNTY**

<table>
<thead>
<tr>
<th>Lafayette State Bank</th>
<th>Bill Primm</th>
<th>(386) 294-1901</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>LAKE COUNTY</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>BMO/Harris Bank</td>
<td>(352) 483-8900</td>
<td></td>
</tr>
<tr>
<td>First Green Bank</td>
<td>Javier Jorge</td>
<td>(754) 216-0674</td>
</tr>
<tr>
<td>Insight CU</td>
<td>Tim Whitefield</td>
<td>(407) 659-2730</td>
</tr>
<tr>
<td>Seacoast National Bank</td>
<td>(407) 622-3193</td>
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**LEON COUNTY**

<table>
<thead>
<tr>
<th>American Commerce Bank</th>
<th>Johnny M. Jones</th>
<th>(850) 300-7538</th>
</tr>
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<tbody>
<tr>
<td>American Momentum Bank</td>
<td>Jeannine Balanky</td>
<td>(866) 530-2265</td>
</tr>
<tr>
<td>BB&amp;T</td>
<td>Anita Tuong</td>
<td>(850) 877-4646</td>
</tr>
<tr>
<td>Envision Credit Union</td>
<td>Kevin McAlpine</td>
<td>(850) 942-9000</td>
</tr>
<tr>
<td>First Commerce Credit Union</td>
<td>Sherwood Brown</td>
<td>(850) 410-3565</td>
</tr>
<tr>
<td>Hancock Bank</td>
<td>Brad Schild</td>
<td>(850) 444-3221</td>
</tr>
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**MARION COUNTY**

<table>
<thead>
<tr>
<th>American Momentum Bank</th>
<th>Jeannine Balanky</th>
<th>(866) 530-2265</th>
</tr>
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<tbody>
<tr>
<td>Community Bank &amp; Trust of Florida</td>
<td>John Roberts, Jr.</td>
<td>(352) 331-1063</td>
</tr>
<tr>
<td>Drummond Community Bank</td>
<td>Roger McKellar</td>
<td>(352) 732-0249</td>
</tr>
<tr>
<td>First Avenue National Bank</td>
<td>Patrick H. Moses</td>
<td>(352) 732-6616</td>
</tr>
<tr>
<td>First Green Bank</td>
<td>Javier Jorge</td>
<td>(754) 216-0674</td>
</tr>
<tr>
<td>Harbor Community Bank</td>
<td>(352) 368-4006</td>
<td></td>
</tr>
<tr>
<td>Gateway Bank of Central Florida</td>
<td>Rusty Branson</td>
<td>(352) 368-3756</td>
</tr>
<tr>
<td>Wells Fargo, NA</td>
<td>Karen Hatch</td>
<td>(352) 390-1431</td>
</tr>
</tbody>
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**NASSAU COUNTY**

<table>
<thead>
<tr>
<th>CBC National Bank</th>
<th>Holly Edenfield</th>
<th>(904) 491-9840</th>
</tr>
</thead>
<tbody>
<tr>
<td>First Atlantic Bank</td>
<td>Karen Farah</td>
<td>(904) 253-6601</td>
</tr>
</tbody>
</table>

**OKALOOSA COUNTY**

<table>
<thead>
<tr>
<th>Community Bank, Coast</th>
<th>Justin Woodard</th>
<th>(850) 683-8822</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customers Bank</td>
<td>Stephanie Schwandt</td>
<td>(850) 276-0484</td>
</tr>
<tr>
<td>First City Bank</td>
<td>William Tinsley</td>
<td>(850) 244-5151 (ext. 1240)</td>
</tr>
<tr>
<td>First Florida Bank</td>
<td>(850) 269-1201</td>
<td></td>
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<tr>
<td>Regions Bank</td>
<td>(904) 757-4269</td>
<td></td>
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<tr>
<td>Summit Bank</td>
<td>Jami Searle</td>
<td>(850) 362-1232</td>
</tr>
<tr>
<td>Synovus Bank</td>
<td>(850) 436-4762</td>
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</tr>
<tr>
<td>United Bank</td>
<td>(850) 858-1201</td>
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**ORANGE COUNTY**

<table>
<thead>
<tr>
<th>American Momentum Bank</th>
<th>Barry Anderson</th>
<th>(866) 530-2265</th>
</tr>
</thead>
<tbody>
<tr>
<td>Axiom Bank</td>
<td>Jerry Allen</td>
<td>(407) 732-5604</td>
</tr>
<tr>
<td>Bancorp</td>
<td>Hetal Engineer</td>
<td>(407) 758-3926</td>
</tr>
<tr>
<td>BankUnited</td>
<td>Vanessa Siefcak</td>
<td>(407) 267-4873</td>
</tr>
<tr>
<td>Chase</td>
<td>Euclides Pagan</td>
<td>(407) 236-5470</td>
</tr>
<tr>
<td>Fairwinds Credit Union</td>
<td>(407) 277-6030</td>
<td></td>
</tr>
<tr>
<td>First Green Bank</td>
<td>Javier Jorge</td>
<td>(754) 216-0674</td>
</tr>
</tbody>
</table>
## FUNDING PROGRAMS

### Floridian Bank
(407) 244-7574

### Insight CU
Tim Whitefield
(407) 659-2730

### McCoy Federal CU
Basil Buchannan
(407) 583-1112

### Midwest Regional Bank
Mike Seeley
(407) 461-1770

### PNC Bank
Taylor Franco
(407) 245-3264

### Seaside National Bank & Trust
Karim Arja
(407) 567-2265

### SunTrust Bank
Nadia Seerattan
(407) 697-3027

### Trustco Bank
Brad DeLarm
(407) 659-5710

### Yadkin Bank
(407) 761-4114

### Florida Community Bank
Bill Stalker
(407) 909-1744

### Pinnacle Bank
(386) 774-2001

### Popular Community Bank
Joe Deitz
(407) 370-7503

### Quadrant-Financial
Lynne Singletary
(321) 972-8840

### Sunshine Bank
Carole Crowley
(407) 720-3820

### SunTrust Bank
Chad Weinkauf
(407) 489-5767

### SANTA ROSA COUNTY

**Community Bank, Coast**
Jason Crowe
(850) 650-4231

**Gulf Coast Community Bank**
Hank Gonzales
(850) 208-7170

**United Bank**
(850) 858-1201

### SEMINOLE COUNTY

**Atlantic Coast Bank**
Donald C. Adams Jr.
(800) 342-2824

**BankUnited**
(407) 758-3926

**CenterState Bank**
Melissa Slover-Athey
(407) 508-3022

**Chase**
Euclides Pagan
(407) 236-5470

**Entegra Bank (a division of Macon Bank)**
Michael Hershaft
(407) 615-0329

**First Green Bank**
Javier Jorge
(754) 216-0674

**Florida Community Bank**
Bill Stalker
(407) 909-1744

### SUMTER COUNTY

**First Green Bank**
Javier Jorge
(754) 216-0674

### SUWANNEE COUNTY

**Columbia Bank**
Clarence Cannon
(386) 487-3126

**Farm Credit**
Roger Ward
(386) 362-2588

**Lafayette State Bank**
Bill Owens
(386) 294-1901

### UNION COUNTY

**Columbia Bank**
Clarence Cannon
(386) 487-3126

### VOLUSIA COUNTY

**First Green Bank**
Javier Jorge
(754) 216-0674

### PUTNAM COUNTY

**Harbour Community Bank**
(386) 328-5600

### SAINT JOHN COUNTY

**American Momentum Bank**
Jeannine Balanky
(866) 530-2265

**Atlantic Coast Bank**
Megan Staples
(904) 998-5500

**CBC National Bank**
John McClure
(904) 321-2905

**Chase**
Euclides Pagan
(407) 236-5470
<table>
<thead>
<tr>
<th>Bank Name</th>
<th>Phone Number</th>
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<tbody>
<tr>
<td>Main Street Community Bank</td>
<td>(386) 785-1164</td>
</tr>
<tr>
<td>Pinnacle Bank</td>
<td>(386) 774-2001</td>
</tr>
<tr>
<td>Regions Bank</td>
<td>(386) 788-3850</td>
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<tr>
<td>Reunion Bank Florida (a division of National Bank of Commerce)</td>
<td>(904) 963-1002</td>
</tr>
<tr>
<td>Surety Bank</td>
<td>(386) 734-1647</td>
</tr>
<tr>
<td>TD Bank</td>
<td>(386) 254-7614</td>
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<tr>
<td>Nara Bank</td>
<td>(213) 639-1700</td>
</tr>
<tr>
<td>Newtek Small Business Finance</td>
<td>(212) 356-9510</td>
</tr>
<tr>
<td>Pacific City Bank</td>
<td>(213) 210-2007</td>
</tr>
<tr>
<td>Pacific Premier Bank</td>
<td>(714) 431-4000</td>
</tr>
<tr>
<td>Paragon Bank</td>
<td>(404) 419-1856</td>
</tr>
<tr>
<td>Southern States Bank</td>
<td>(404) 272-1478</td>
</tr>
<tr>
<td>Spirit of Texas Bank</td>
<td>(979) 846-8000</td>
</tr>
<tr>
<td>Stearns Bank</td>
<td>(844) 256-2265</td>
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<tr>
<td>Superior Financial Group</td>
<td>(925) 296-0500</td>
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<tr>
<td>Trustmark National Bank</td>
<td>(850) 784-2308</td>
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<tr>
<td>United Midwest Savings Bank</td>
<td>(937) 585-5861</td>
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<tr>
<td>Zions First National Bank</td>
<td>(801) 524-2330</td>
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<tr>
<td>WALTON COUNTY United Bank</td>
<td>(850) 858-1201</td>
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<tr>
<td>WASHINGTON COUNTY United Bank</td>
<td>(850) 858-1201</td>
</tr>
<tr>
<td>OUT OF STATE LENDERS</td>
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<tr>
<td>Banc.serv</td>
<td>(317) 623-3670</td>
</tr>
<tr>
<td>Business Lenders</td>
<td>(860) 244-9202</td>
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<tr>
<td>First Chatham Bank</td>
<td>(912) 629-2900</td>
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<tr>
<td>Georgia Banking Company</td>
<td>(678) 996-8285</td>
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<tr>
<td>Hanmi Bank</td>
<td>(213) 427-5657</td>
</tr>
<tr>
<td>Key Bank</td>
<td>(216) 689-3000</td>
</tr>
<tr>
<td>Live Oak Bank</td>
<td>(866) 954-8362</td>
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</tbody>
</table>

Advertise your company here.

Reach an unparalleled audience of small business owners with the U.S. Small Business Administration’s Small Business Resource Guide.

contact info@newsouthmediainc.com
Participating Certified Development Companies

Coastal Area District Development Authority
Serving Clay, Duval, Nassau, and St. Johns counties
Teena Hicks
(912) 261-2500
Fax (912) 261-0032
thicks@cadda.com

Florida Business Development Corp.
6801 Lake Worth Road #209
Lake Worth
Bill Habermeyer
(561) 433-0233
Fax (561) 433-8545
fbdcsba504@aol.com
5950 Hazeltine Parkway # 625
Orlando
Timothy Cramer
(407) 352-2551
tcramer504@aol.com
10175 Fortune Parkway #503
Jacksonville
Curry Workman
(904) 296-8550
curry@fbdc.net

Florida First Capital Finance Corp.
1351 N. Gadsden St.
Tallahassee
Deborah Petrell
(850) 681-3601
Fax (850) 681-3699
deborah@ffcfc.com
2172 W. Nine Mile Road, suite 394
Pensacola
Stacey Green
(850) 393-0496
Fax (850) 445-8102
stacey@ffcfc.com
7825 Baymeadows Way, suite 101A
Jacksonville
Kristen Tackett
(904) 861-2270
Fax (321) 415-0288
kristen@ffcfc.com

1767 Lakemont Ave., suite 101
Orlando
John Hanrahan
(407) 276-4961
Fax (407) 650-3315
john@ffcfc.com

Sunshine State Economic Development Corp.
14141 46th St. N, suite 1206
Clearwater
E.J. McCargar
(727) 828-8011
ejmccargar@sunshineecd.com
Robert Burris
(904) 536-8551
rburris@sunshineecd.com

Independent Development Services Corp.
8280 College Parkway, suite 204
Ft. Myers
Thomas Wallace
(239) 652-5588
Fax (239) 652-9898
admin@idscorp.org

Community Advantage Lenders

Accion East
3201 E. Colonial Drive, suite A20
Orlando
Rodrigo Cervera
(866) 245-0783

Black Business Investment Fund of Central Florida
Capital Plaza Two
301 E. Pine St., suite 175
Orlando
Lamont Jackson
(407) 649-4780
Fax (407) 649-8688
ilong@bbif.com
bbif.com

Community Enterprise Investments Inc.
302 N. Barcelona St.
Pensacola
Percy Goodman Jr.
(850) 595-6234
Fax (850) 595-6264
pgoodman@ceii-cdc.org
ceii-cdc.org

LiftFund
Jarrett Woods
(888) 215-2373 x1572

Neighborhood Lending Partners of West Florida, Inc. (NLP)
3615 W. Spruce St.
Tampa
Mary Fellows
(813) 879-4525

Sunshine State Economic Development Corporation (SEDCO)
14141 46th St. N, suite 1206
Clearwater
Bob Burris
(904) 536-8551
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:** lender negotiated, no early payoff penalty

CAPLines
Meet your revolving capital needs with lines of credit. CAPLines can be used for contract financing, seasonal lines of credit, builders line of credit, or for general working capital lines.

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%

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
Guarantee: up to 90%
Approval time: 36 hours or less

Export Express uses a streamlined process that expedites the SBA guarantee—what small businesses need most when preparing to export or ramping up international trade on a fast timeline.

Max loan amount: $500,000
Interest rate: typically not to exceed prime + 6.5%
Terms: 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 funding agency does not take an equity position or ownership of your business. 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

▲ 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.
Investment Capital

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 sbi.gov and click on Funding Program and then Investment Capital.

SBIR Road Tour
Visit sbirroadtour.com to learn about national events connecting entrepreneurs working on advanced tech to the country’s largest source of early stage funding. Each SBIR Road Tour stop introduces participating federal agency program managers, who oversee over 5,000 new awards annually.

Funding Programs

We’re ready to help you navigate the SBA loan process.

As a Small Business Administration Express Lender and participant in the Preferred Lender Program, we can provide:

- Expedited loan decisions*
- Flexible terms
- Low down payment options

Get expert, personal service from local bankers today.

Call 888-224-2833

*Expedited loan decisions are dependent on customer’s timely submission of all required documentation.

Hancock Whitney Bank, Member FDIC and Equal Housing Lender. All loans and accounts subject to credit approval. Terms and conditions apply.
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 [insert celebrity names here].

How I Did It

Smiling After the Storm

With SBA assistance, Stephanie Vitori rebuilt her Miami Beach, FL restaurant after Hurricane Irma.

written by Jess Walker
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

What to do after a Disaster Declaration

**After a disaster is declared by the President**

Register with FEMA at 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. 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 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
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 hankerings 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.”

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.

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.

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

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

**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.

**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.

**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.

**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.
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

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**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 MICAELA 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.

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5 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.
SBA 7(a) Program (new and refi) — Maximum Loan Amount $5 million

Cash Injection: 1% minimum cash injection requirement (Loans from Shareholders/Investors or borrowed funds must be on Full Stand by for the Life of the loan). Fees may be rolled into the loan.

Use of Proceeds: Business Acquisition/Goodwill, Expansion/renovations; purchase land/lot and new construction, purchase commercial real estate, purchase machinery, equipment, furniture, fixtures, leasehold improvements; working capital, refinancing business debts, inventory, and startup costs

Maturity: Up to 25 Years (maturities of 15 years or more have a SBA Recoupment Fee/Prepayment Penalty — 5% year 1, 3% year 2, 1% year 3)

Generally working capital & machinery & equipment (not to exceed life of equipment) 10 years.

Commercial Real Estate is 25 years (25 years if real estate exceeds 51% of the total loan amount or a blended term will be used if Goodwill, FF&E and working capital exceed 51% of loan amount)

Who Qualifies: Sole-proprietorships/sole owners. Must be a for-profit business & meet SBA size standards; have good credit history; must operate/manage business, and demonstrate the ability to repay the loan. Must be an eligible type of business. Borrowing Entity must occupy at least 51% of the commercial real estate for existing building/structure, 60% for Ground Up Construction Projects (80% after 10 years). All owners of 20% or more, or “key” employees (managers, directors, and licensed staff) must be a guarantor. Life Insurance is required for all sole-proprietorships.

SBA Express — $150,000 Line of Credit

Use of Proceeds: May be used for a revolving Line of Credit. Fees may be rolled into the loan.

Maturity: 10 Year Term, renewed annually, will term out after 5 years if fully funded.

(Who qualifies, same as SBA 7a Program, Bank policy - must be an existing business with 20% equity or 10% cash injection)

SBA Veterans Advantage (sub-part of SBA 7a Loan Program)

Use of Proceeds and Terms: Same as SBA 7(a). Fees may be rolled into the loan.

Who Qualifies: Same as 7(a). Plus, small business must be owned and controlled (51%+) by one or more of the following groups: veteran, active-duty military in TAP, reservist or National Guard member or a spouse of any of these groups, or a widowed spouse or a service member or veteran who died during service, or a service-connected disability.

SBA International Trade — Loan Amount up to $5 million

Use of Proceeds: Term loan for permanent working capital, equipment, facilities, land and buildings and debt refinance related to international trade.

Maturity: Up to 25 years

Who Qualifies: Same as 7(a) loans. Plus, engaged or preparing to engage in international trade or adversely affected by competition from imports, provides goods or services to Export businesses.

SBA Export Working Capital Program — Loan Amount up to $5 million

Use of Proceeds: Short term, working-capital loans for exporters. May be transaction based or asset-based. Can also support standby letters or credit.

Who Qualifies: Same as 7(a) loans, plus, short-term working capital for direct or indirect exporting.

SBA Express — Loan amount up to $500,000

Use of Proceeds: Same as SBA Express plus Standby letters of credit

Maturity: Same as SBA Express

Who Qualifies: Applicant must demonstrate that loan will enable them to enter a new, or expand in an existing export market. Business must have been in operation for at least 12 months (though not necessarily in exporting).

SBA 504 Program — This is a two part Program, Bank loan and SBA/CDC loan

SBA/CDC Maximum amount ranges from $5 million to $5.5 million depending on type of business or project, and has a 10 year SBA Prepayment Penalty. The Bank’s loan amount depends on the Bank’s Credit Policy for Conventional Commercial Loan Programs (Centennial Bank offers up to 65% of the Total Project), the Bank’s Prepayment Penalty is 5 Years (declining 5%, 4%, 3%, 2%, 1%).

Use of Proceeds: To Purchase/Refinance Commercial Real Estate, Machinery & Equipment

Maturity: Up to 25 Years (this Program has a “balloon” payment on the Bank’s Loan of 10 Years, 20 or 25 Year Amortization). Some fees may be rolled into the loan amount

Who Qualifies: For profit businesses that do not exceed $15m tangible net worth, and do not have an average two full fiscal year net income over $5 million.

Owner Occupied up to $51% for existing building/structure or 60% for new construction (80% after 10 years).

USDA B & I Program and USDA Agricultural Program (Rural) —

Up to 30 Year Term (usually 25 years) depending on industry type, fully amortized/no balloon (5 Year Prepayment Penalty — flat 5% for 5 Years)

Use of Proceeds: Purchase/Refinance Commercial Real Estate (owner-occupied), Machinery, Equipment, Furniture, Fixtures, Business Acquisition, Start Ups, Working Capital. Some fees may be rolled into the loan.

Who Qualifies: Must be in a rural area (see USDA Map). Go to USDA.gov for more information.

Business/Borrower must show 20%” Equity” or Cash to qualify, all owners/guarantors of 20% or more must guaranty the loan.

Tammy Youst
Sr. Vice President
SBA & USDA Dept. Manager
Direct: 813-749-5344
18311 U.S. Hwy. 41 N, Lutz, FL 33549
TYoust@my100bank.com
Centennial Bank

All loans are subject to credit approval.
CONTRACTING

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 or an economically disadvantaged 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.
An O’Fallon Casting Inc. employee at work in O’Fallon, MO. Owner Vince Gimeno grew his business thanks to expert SBA business counseling.

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).

Department of Management Services
Office of the Secretary
4050 Esplanade Way
Tallahassee
(850) 488-2786
Fax (850) 922-6149

Procurement Technical Assistance Centers
floridasbdc.org/services/government-contracting

Fort Walton Beach
Coastal Bank & Trust Building, suite A
815 Beal Parkway NW
Fort Walton Beach
(850) 586-7809

Jacksonville
University Center
12000 Alumni Drive
(904) 620-2476

Orlando
3201 E. Colonial Drive, suite A-20
(407) 420-4850

Tallahassee
625 E. Tennessee St.
(850) 599-3407

Pensacola
9999 University Parkway
(850) 474-2528
SMALL BUSINESS LOANS FOR BIG BUSINESS DREAMS

With seasoned SBA lending experts, flexible terms and our SBA-Preferred lender status, Ameris Bank is ready to help you grow or start your business.

Visit us online to learn more or find a lending expert near you.
amerisbank.com/SBA

AMERIS BANK

All loans are subject to credit approval.
At the Florida SBDC Network, we’re passionate about creating unimaginable possibilities for small business prosperity.

Through our service offering, we provide research, training, and no-cost consulting to give you the competitive advantage needed to develop and realize growth opportunities and compete in today’s global marketplace.

We provide world-class business and industry expertise and experience through our certified professional business consultants and specialists who are motivated to help your small business prosper.

The Florida SBDC Network has more than 40 offices from Pensacola to Key West to assist you. Find the office nearest you to learn how we can help in areas including:

- Strategic and Business Plan Development
- Accessing Capital for Business Growth
- Strategic Intelligence and Market Research
- Market and Sales Growth Development
- Exporting and International Trade
- Acquiring Government Contracts
- Financial Literacy and Cash Flow Management
- Business Recovery and Continuation

Visit us online to find your local office to get started on your path to success today.