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“IBGC is highly valued partner in economic development for Iowa banks and the Iowa Bankers Association. We have found them to be an innovative service organization with an unwavering commitment to creating a better future for Iowa communities.”

John K. Sorensen
President & CEO
Iowa Bankers Association
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ON THE COVER Clockwise from top: A farmers market in Des Moines, photo courtesy of the Iowa Tourism Office; Hunter Cattle, Brooklet, Georgia, courtesy of the SBA; wind turbines in a field, photo by Aniel Wessel on Unsplash; Rosario Arias de Carroll, owner of Plaza Bank, courtesy of the SBA; Hometown Trolley, Wisconsin, courtesy of Hometown Trolley; 21 Short Stop, Georgia, courtesy of the SBA
This year the U.S. Small Business Administration marks its 65th year helping small businesses start, grow and succeed. The Agency remains committed to its core missions: advocating for entrepreneurs and helping them access capital, government contracts, counseling and disaster assistance. As Administrator of the SBA, I am honored to serve as a member of President Trump’s cabinet and represent the interests of America’s 30 million small businesses.

Small businesses truly are the engines of our economy—and our communities. Over half of the U.S. workforce either owns or works for a small business, and small businesses create two out of every three net new jobs in the private sector. Small businesses may not put their names on stadiums and skyscrapers, but they likely put them on the uniforms of their local Little League and bowling teams. They are the delis and salons and retailers and manufacturers that make each community special. Across our great country, neighborhoods and families depend on the success of small business.

Since taking leadership of the SBA in February 2017, I have had the privilege of meeting with entrepreneurs all over the country. My goal is to visit small businesses in every one of the SBA’s 68 districts. So many of them tell me they simply would not exist without the help of the SBA—from the guaranteed loans that provided the capital they needed to realize their dreams of owning a small business, to the advice they got from our district offices and resource partners, to the disaster aid they received when it seemed all hope had been lost. Throughout this issue of our resource guide, you will read stories of successful entrepreneurs who received assistance from the SBA. These successes are the motivation for the work we do.

As SBA Administrator, I am proud to lead a team of professionals dedicated to helping entrepreneurs turn their visions into viable businesses. All of us share the joy of watching an entrepreneur go from having a simple idea and a business plan to living the American Dream—and often becoming an employer that empowers the dreams of others. It’s clear that the strength of America’s communities is often determined by the economic opportunities available to its citizens. Small businesses invigorate neighborhoods and cities, making them vibrant places to live, work and raise a family. And we at the SBA are working to ensure small businesses have the tools and resources they need to make that happen at every stage, whether they are launching, expanding or getting through a tough time.

Of course, we can’t do it alone. We are honored to have the expertise of our resource partners, including Small Business Development Centers, Women’s Business Centers, Veterans Business Outreach Centers and SCORE chapters in communities nationwide.

As the President noted at an event he hosted at the White House with more than a hundred entrepreneurs from all over the country, “America is on the verge of a golden age for small business.” The SBA is working to continue to revitalize a spirit of entrepreneurship in America and help America’s small businesses compete in a global economy. Entrepreneurs find that owning a business is one of the most effective ways to secure a financial future for themselves, provide for their families, exercise their commitments to their communities, and drive our country’s economic growth. I encourage all entrepreneurs to leverage the opportunities detailed in this resource guide to propel their businesses forward.

Regards,

Linda McMahon
SBA Administrator
THE U.S. SMALL BUSINESS ADMINISTRATION

A MESSAGE FROM THE ADMINISTRATOR

Empowering America’s Businesses Since 1978

Black Hawk Economic Development, Inc.

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Waterloo, Iowa 50702
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bhed@bhed.org
www.bhed.org

425 2nd Street SE - Skywalk Floor
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bhed@bhed.org
www.bhed.org

The assistance programs offered by Black Hawk Economic Development, Inc. are provided on a nondiscriminatory and equal opportunity basis.
In 2008, after working in the magazine business in Chicago, Washington, D.C., and Mississippi for 10 years, I moved back to my home state of West Virginia to create my own media company, New South Media, Inc. It was the scariest thing I’ve ever done. I didn’t know the first thing about starting a business, and I funded it myself by ransacking my retirement funds. When I started, I had one unpaid employee—me.

I had never heard of the U.S. Small Business Administration. I had no role model or support system to walk me through the process. All I had was a stack of dog-eared how-to books and a bucketload of grit and determination.

As an entrepreneur and a small business owner, I know firsthand the challenges small companies face. I live it everyday. I know what it is like to work 100–hour weeks, to pay your employees before yourself, and to need funding to grow your business, all while trying to raise educated and thoughtful children and still put dinner on the table. I know what it is like to be completely overwhelmed and to have doors slammed in your face, only to get up the next day and try, try again. I know what it feels like to fail. And I know what it feels like to succeed.

My goal when founding my company was to create publications that would be community builders, nurturing a culture that better encourages and supports small businesses by telling their stories. After all, small businesses outnumber corporations 1,162-to-one and are the lifeblood of our economy and culture.

As I look back on the past 10 years of business ownership, the thing I most wish I had known is what a valuable resource the SBA is to small businesses like my own. I can think of hundreds of mistakes I wouldn’t have made and tons of tools I could have used in those early, difficult days. And I’m pretty sure I’d also have a few less grays in my hair.

When I first saw a copy of the SBA Resource Guide, I flipped through the pages eagerly. But as you can imagine, as an editor and publisher, I always read magazines with a critical eye, and I caught myself thinking what my company would do differently with the publication.

It was four years ago when I decided to find out how to go about competing for the contract to become the publisher of the Small Business Resource Guide. I was introduced to the world of government contracting and the opportunities available for small businesses. And to be honest, it was a bit intimidating. As I navigated the process, there were many times when I almost stopped. Sometimes I thought there was no way a woman-owned small business in the rural state of West Virginia could compete and win a federal contract. But every time I had a question, someone from my SBA West Virginia district office was quick to answer it, and I kept persevering. That’s what we do as small business owners, right?

That’s why my team at New South Media and I are really excited to be the new publisher of the SBA’s Small Business Resource Guides. I’m inspired by the success stories we feature in each issue of this magazine, and it has been a pleasure to work with the SBA on redesigning and refocusing the content of these guides to better serve small businesses in all corners of the country. So, let’s use this magazine to educate everyone so all small businesses can know about the resources available to them.

Wishing you much success,

Nikki Bowman
Publisher
New South Media Inc.
Welcome to the U.S. Small Business Administration’s Iowa Small Business Resource Guide. This guide is designed to help you navigate the wide range of resources available to Iowa small business owners. Whether you are a startup or existing business, the SBA is in your corner to help you start, grow, expand, and recover after disaster strikes.

Small business is the heart and soul of Iowa's economy. Small businesses can be found anywhere, like the corner shop in your neighborhood, or based in a home, or an expansive industrial park. From Sioux City to Des Moines and Cedar Rapids to the Quad Cities, and all small towns in between, Iowa’s economy depends on its small business community. In fact, Iowa boasts one of the best economic development infrastructures in the nation to support small business success.

We help empower you to succeed with access to capital and the right expertise for each stage of the business lifecycle. I encourage you to look into our network of SBA Resource Partners, such as our America’s Small Business Development Centers here in Iowa. Consult with a SCORE mentor. Visit a Women’s Business Center or the Veterans Business Outreach Center for critical counseling and training to support your business through its startup and growth phases. Don’t forget the free online courses available at sba.gov.

The SBA is proud to collaborate with numerous federal, state, and local government agencies and economic development organizations. Our lending partners, banks, credit unions, and microlenders, provide the capital you need along the way. When you are ready to enter the federal contracting arena, or expand into export markets, the SBA also offers resources to accomplish your goals. Take advantage of all of the resources available to you to support your small business needs.

Every large corporation got its start as a small business. Companies like Apple, Intel, Nike, FedEx, Under Armour, Staples, Ben & Jerry’s, Columbia Sportswear, Casey’s General Store, Auntie Anne’s, Cold Stone Creamery, Cabela’s, Outback Steakhouse, Radio One, and Black Enterprise, among many others, received early stage financial and business assistance from the SBA. Now it’s your turn.

The SBA Iowa District Office works for you. Do not hesitate to contact us to support your needs. Best wishes for success in your entrepreneurial endeavor!

Start. Grow. Expand. Recover. It all starts with you and the SBA.

Jayne Armstrong
District Director
Kristina Pence-Dunow did not intend to become a businesswoman, a cornerstone of her small town’s economy, and the nation’s only female owner of a transit vehicle manufacturer. In the beginning, she just wanted to keep the family business going.

Pence-Dunow was a dental assistant for the first several years of her adult life. Then, after giving birth to her son in 1988, she joined her husband’s family business. The company built fancy horse trailers as well as the occasional trackless trolley—a public transit vehicle designed to look like an old-timey streetcar but set on a bus chassis. She started out doing bookkeeping and upholstery work. It was a small shop, so everyone wore several hats.

Then, in the early 1990s, Pence-Dunow and her husband moved to Crandon, Wisconsin, so he could pursue a career in off-road racing. They took the trolley business with them. A few years later, her husband decided to devote his full attention to racing. The couple eventually divorced and Pence-Dunow became sole owner of the business.

“I kept the trolleys going and raised my two children,” she says. The company made a few dozen vehicles each year, selling them through a distributor in Florida. Things were going well. At the time, all the nation’s trolley manufacturers were small, family-owned businesses. “We all just had our same customers and everybody stayed small.”

But then competition arrived. A large bus manufacturer began making trolleys, too. “They flooded the market. They had the capital behind them,” Pence-Dunow says. “I was being starved for sales.”

Other trolley companies shut their doors, but Pence-Dunow didn’t have a backup plan. She still had two kids to raise. So she did the only thing she could—she kept going.
Still rolling
Since she knew her company could not compete with the bus manufacturer on volume, Pence-Dunow knew she would have to out-innovate them. She rebuilt the business from the ground up. She cut ties with her Florida distributor and created her own network of dealerships. She rebranded the company as Hometown Trolley.

These changes came at a cost. Pence-Dunow had to lay off all her employees. She racked up debt. “I went six months with no work,” she says. But she was able to weather the storm, thanks to assistance from the U.S. Small Business Administration.

About the time she was rebuilding and rebranding her company, Pence-Dunow met Chuck Brys of the Small Business Development Center at the University of Wisconsin–Green Bay. Brys connected her to a local bank with an in-house SBA specialist, who guided her through getting an SBA-guaranteed loan to help cover her debt.

Brys also helped Pence-Dunow develop a business plan and put together three-year projections for Hometown Trolley’s growth. He encouraged her to be aggressive with those projections. To Pence-Dunow’s surprise, her company did not just meet those projections—they exceeded them.

Slowly, Hometown Trolley’s emphasis on innovation began to take hold. The company developed a handicap-accessible, low-floor trolley. The city of Virginia Beach, Virginia, ordered 15. The big bus manufacturer didn’t have a comparable model.

Pence-Dunow began landing similar contracts around the country, slowly taking a lead in the trolley market. Then, in 2016, she was able to purchase the bus company’s trolley division.

“I just kept sending the CEO an email,” Pence-Dunow says. It took a year and a half but, finally, the company agreed to sell. As luck would have it, the company wanted out of the trolley business so it could focus on its commercial truck line.

It was a big expenditure for a small company, but Pence-Dunow knew from experience how to make it work. She took out another SBA-guaranteed loan.

Picking up speed
Hometown Trolleys can now be found everywhere from Roanoke, Virginia, to Miami, Florida, and Laguna Beach, California. The vehicles are also found on the campuses of universities, themeparks, and retirement villages.
“It’s an iconic American form of transportation,” Pence-Denow says. “A trolley is an experience. People will let a city bus go by and wait for a trolley.”

The company is still innovating. Pence-Dunow hopes to expand her line of electric and liquefied petroleum gas–powered trolleys. Hometown Trolleys also has designed bus bodies for its existing chassis and drivetrains. It’s a way of tapping a small but profitable market. Small municipalities often wait years for buses from large manufacturers, since major cities snatch up most of the supply. Hometown Trolley can fill those small orders in much less time.

By 2020, Hometown Trolleys plans to be making more than 200 buses and trolleys a year—far more than the dozen or so it was making when Pence-Dunow took over. “I can’t believe how much we’ve grown,” she says.

In the past four years alone, the company has gone from $2 million in gross sales to $15 million. It moved from a 6,000-square-foot shop to a 32,000-square-foot factory, which is now being expanded. And, best of all, the company has grown its workforce from a dozen people to 54 full-time employees and a few part-timers, with plans to add six more employees soon.

And it’s still a family business. Pence-Dunow’s daughter Jessica does marketing and graphic design for the company. Her son Dustin helps run the production floor.

Without help from the SBA, “I would have never stepped out and known what to do,” Pence-Dunow says. “All of that, it was great learning experience that I still use today. I’m doing a lot more on my own, because I have more resources, but I can refer back to that.”

But she says the most important resource was the moral support. “Someone saying, ‘You can do this.’”
Our Local SBA Resource Partners

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

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

SCORE
To schedule an appointment to start working on your business goals, contact your local SCORE office.

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Northeast Iowa Branch
Decorah Chamber of Commerce
703 Valley View Drive
Decorah, IA 52101
(563) 382-3796

Elkader Branch
132 S. Main St., Elkader, IA 52043
(563) 880-2873

Manchester Branch
200 E Main St., Manchester, IA 52057
(563) 927-3325
Small Business Development Centers

America’s SBDC Iowa State Office
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Iowa State University College of Business
1805 Collaboration Place, suite 1330
Ames, IA 50010
(515) 294-2030, fax (515) 294-6522
iowasbdc@iastate.edu
iowasbdc.org

America’s SBDC Eastern Iowa
Regional Director Joel Youngs
Eastern Iowa Community College
Kahl Educational Center, Urban Campus East
101 W. Third St., suite 161
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(800) 462-3255 x3401 or (563) 336-3401
Fax (563) 336-3479
jeyoungs@eicc.edu
iowasbdc.org/regional-center/davenport

America’s SBDC Iowa Indian Hills
Regional Director Bryan Ziegler
Indian Hills Community College
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America’s SBDC Iowa Western
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(800) 432-5852 x3350
(712) 325-3350, fax (712) 325-3408
spitts@iwcc.edu
iowasbdc.org/regional-center/council-bluffs

America’s SBDC Iowa Kirkwood
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Kirkwood Community College
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(319) 377-8256, fax (319) 398-5698
scott.swenson@kirkwood.edu
iowasbdc.org/regional-center/cedar-rapids-hiawatha

America’s SBDC Mid-Iowa
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West Des Moines, IA 50265
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iowasbdc.org/regional-center/des-moines

America’s SBDC North Central Iowa
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Fort Dodge, IA 50501
(515) 576-6242, fax (515) 576-6447
kimberlyt@ncisbdc.com
iowasbdc.org/regional-center/fort-dodge

America’s SBDC North Iowa Area
Regional Director Brook Boehmler
North Iowa Area Community College
500 College Drive, suite 120A
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brook.boehmler@niacc.edu
iowasbdc.org/regional-center/mason-city

America’s SBDC Northeast Iowa
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America’s SBDC Northwest Iowa
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Sioux City, IA 51102
(712) 274-6454
Fax (712) 274-6455
todd.rausch@witcc.edu
iowasbdc.org/regional-center/sioux-city

Women’s Business Center

Iowa Center for Economic Success
Director Amy Hutchins
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ahutchins@theiowacenter.org, theiowacenter.org

Veterans Business Outreach Center

Director Darcella Craven
2700 N. 14th St., St Louis, MO 63106
(314) 531-8387, Fax (877) 825-4190
admin@vetbiz.com, vetbiz.com
LOCAL BUSINESS ASSISTANCE

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.

• 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, the 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.

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

To report how a proposed federal regulation could unfairly affect you, find your regional SBA advocate at sba.gov/advocacy.

To submit a comment about how your business has been hurt by an existing regulation, visit sba.gov/ombudsman/comments.
How Do I Find an EIN?

No doubt, there are probably quite a few regulatory and administrative items on your new business checklist, like getting a permit and registering your business name.

One of the key requirements for most new businesses (or businesses that are restructuring) is obtaining an Employer Identification Number, or EIN, from the IRS. Here’s what you need to know about EINs and how to go about getting one for your business.

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

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

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

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

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

You can also apply by mail or fax using Form SS-4, available at irs.gov/formss4.

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

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

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

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

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

Not sure whether you need an EIN?
Check out this guide from the IRS. Answering yes to any of the questions in the list means you need one for your business.

Do you have employees? □ YES □ NO

Do you operate your business as a corporation or a partnership? □ YES □ NO

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

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

Do you have a Keogh plan? □ YES □ NO

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

Written by Caron Beesley, contributor
How to Start a Business in Iowa

Thinking of starting a business? Here are the nuts and 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 the applicable 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.

U.S. Census Demographic & Business Data
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, cbb.census.gov. 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.
LOCAL BUSINESS ASSISTANCE

Del Ferguson, owner of Hunter Cattle, is a family-owned farm in Brooklet, Georgia, and was assisted by his local Small Business Development Center.

» Iowa Business License Information Center
(800) 532-1216, blic@iowa.gov, iasourcelink.com

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.

» Iowa Secretary of State Business Services
Lucas Building, first floor, 321 E. 12th St., Des Moines
(515) 281-5204, sos@sos.iowa.gov, sos.iowa.gov

Taxes
Any business with employees must register with the IRS and acquire an Employer Identification Number, also known as the Federal Tax ID Number, and pay federal withholding tax at least quarterly. The IRS Small Business/Self-Employed Tax Center: irs.gov/businesses. Here you can find the online tax calendar, forms and publication, and online learning.


IRS TAX ASSISTANCE CENTERS
» Des Moines, 210 Walnut St.
Call (844) 545-5640 to make an appointment

STATE TAXES

» Cedar Rapids, 3205 Williams Blvd. Southwest
Call (844) 545-5640 to make an appointment

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, socialsecurity.gov/employer or (800) 772-1213. 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 Services Office of Business Liaison offers information bulletins and assistance through its employer hotline. For forms call (800) 870-3676, for the employer hotline call (800) 357-2099.

E-Verify, operated by the Department of Homeland Security in partnership with the Social Security Administration, electronically
Local Business Assistance

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 dhs.gov/e-verify, call (888) 464-4218 or e-mail 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, (800) 321-6742 or visit osha.gov.

Child Support Enforcement
The Office of Child Support Enforcement 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 dhs.gov/e-verify, call (888) 464-4218 or e-mail e-verify@dhs.gov.

Health & Safety
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Iowa Division of Labor
150 Des Moines St., Des Moines, (515) 242-5870

U.S. Department of Labor OSHA
210 Walnut St., room 815, Des Moines (515) 284-4794, osha.gov/oshdir/ia.html

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, visit healthcare.gov.

Unemployment Compensation
Iowa Workforce Development
150 Des Moines St., Des Moines, (515) 725-4120 or (800) 645-4583 iwd.dwc@iwd.iowa.gov, iowaworkcomp.gov

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, 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.

Environmental Protection Agency
US EPA Region 7 (913) 551-7003 Environmental Action Line (800) 223-0425 or contact the Iowa Department of Natural Resources Wallace State Office Building 502 E. Ninth St., fourth floor, Des Moines (515) 725-8200, iowadnr.gov

Disability Compliance
For assistance with the Americans with Disabilities Act call (800) 669-3362 or visit ada.gov.

Child Support Program
Employers are essential to the success of the child support program and are responsible for collecting 75 percent 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. “A Guide to an Employer’s Role in the Child Support Program” is available at the Office of Child Support Enforcement’s website at acf.hhs.gov/programs/css/resource/a-guide-to-an-employers-role-in-the-child-support-program. 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, at acf.hhs.gov/css/employers. Send questions to employerservices@acf.hhs.gov.

Child Support Enforcement
Iowa Department of Human Services, dhs.iowa.gov/child-support

Intellectual Property
Patents, trademarks, and copyrights are types of intellectual property that serve to protect creations and innovations. Intellectual property may be valuable assets for small businesses and entrepreneurs, and are important to consider in the development of any business plan.

U.S. Patents and Trademarks
For information and resources about U.S. patents and federally registered trademarks: Visit uspto.gov or call the U.S. Patent and Trademark Office Help Center at (800) 786-9199.

A patent for an invention is the grant of a property right to an inventor, issued by the 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.

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. For information visit uspto.gov/inventors.

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.

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 with the latter at the U.S. Patent and Trademark Office. Federally registered trademarks may conflict with and supersede those registered only at the state level. For information visit uspto.gov/trademarks.

U.S. Copyrights
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 it may protect the way these are expressed. For general information contact:

U.S. Copyright Office
## Chambers of Commerce

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<th>Location</th>
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<tbody>
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<td>Ackley</td>
<td>(515) 847-3155</td>
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<tr>
<td>Adams Community</td>
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<td>Adel Partners</td>
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<td>visitmvl.com</td>
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Onawa
onawachamber.com

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orangecityiowa.com

Osage
osagechamber.com

Osceola
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Spencer
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Spirit Lake
spiritlakecc.com

Storm Lake United
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uniquelyurbandale.com

Vinton Unlimited
vintonia.org

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chamber@washingtoniowa.org

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waukeechamber.com

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waukon.org

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waverlychamber.com

Webster City
visitwebstercityiowa.com

West Bend
westbendiowa.com

West Des Moines
wdmchamber.org

Williamsburg
williamsburgiowa.gov

Wilton
wiltoniowa.org

Windsor Heights
windsorheightschamber.com

Winfield
winfieldiowai.com

Economic Development Agencies

Iowa Economic Development Authority
(515) 348-6333 or (515) 348-6200
iowaeconomicdevelopment.com

Targeted Small Business Program
(515) 384-6159
tsbcert@iowaeda.com

Main Street Iowa
(515) 348-6184
mainstreet@ioweda.com
10 STEPS to Start Your Business

Starting a business involves planning, making key financial decisions, and completing a series of legal requirements.

1 Conduct market research.
Market research will tell you if there’s an opportunity to turn your idea into a successful business. It’s a way to gather information about potential customers and businesses already operating in your area. Use that information to find a competitive advantage for your business.

2 Write your business plan.
Your business plan is the foundation of your business. It’s a roadmap for how to structure, run, and grow your new business. You’ll use it to convince people that working with you—or investing in your company—is a smart choice.

3 Fund your business.
Your business plan will help you figure out how much money you’ll need to start your business. If you don’t have that amount on hand, you’ll need to either raise or borrow the capital. Fortunately, there are more ways than ever to find the capital you need.

4 Pick your business location.
Your business location is one of the most important decisions you’ll make. Whether you’re setting up a brick-and-mortar business or launching an online store, the choices you make could affect your taxes, legal requirements, and revenue.

5 Choose a business structure.
The legal structure you choose for your business will impact your business registration requirements, how much you pay in taxes, and your personal liability.

6 Choose your business name.
It’s not easy to pick the perfect name. You’ll want one that reflects your brand and captures your spirit. You’ll also want to make sure your business name isn’t already being used by someone else.

7 Register your business.
Once you’ve picked the perfect business name, it’s time to make it legal and protect your brand. If you’re doing business under a name different than your own, you’ll need to register with the federal government, and maybe your state government, too.

8 Get federal and state tax IDs.
You’ll use your Employer Identification Number (EIN) for important steps to start and grow your business, like opening a bank account and paying taxes. It’s like a social security number for your business. Some—but not all—states require you to get a tax ID as well.

9 Apply for licenses and permits.
Keep your business running smoothly by staying legally compliant. The licenses and permits you need for your business will vary by industry, state, location, and other factors.

10 Open a business bank account.
A small business checking account can help you handle legal, tax, and day-to-day issues. The good news is it’s easy to set one up if you have the right registrations and paperwork ready.
Is it building your own brewery, testing the American IPA and tasting freedom from the 9 to 5?

...or is it the cookies?

Do you want your business to stand out?

New South Media Custom Solutions creates cost-effective and engaging content in print and digital formats for clients in a wide array of industries. Products include stand-alone magazines, travel guides, promotional materials, books, advertorial inserts, and commemorative and anniversary publications.

Full-service capabilities include

- publication and brochure design
- impactful storytelling and content development
- engaging logo creation
- industry-specific branded content
- advertisement design
- native content
- advertorials
- photography
- print production management

newsouthmediainc.com | info@newsouthmediainc.com
8 Tips for Building Your Business Support Network

It never hurts to have a supportive network around you.

Owning a business can be stressful and lonely. Not every family member or friend will understand or empathize with your entrepreneurial journey. The key is to surround yourself with likeminded individuals who can offer advice, share opportunities, and listen to your big ideas. Go beyond your typical inner circle and broaden your network of support.

Consider these following strategies to engage with others while also looking for new business opportunities.

1. **Alumni**
   - Reconnect with college and/or high school staff and classmates by letting them know what you are doing now and what you have accomplished, or plan to accomplish in your business. There might be opportunities to collaborate with your university or community college by speaking at the school, hiring seasonal workers, or bidding on a project.
   - If you have children or are engaged in your local community, this strategy applies to reaching out to the PTA or a similar group within the school.

2. **Chambers of Commerce**
   - Join a local or state chapter to meet local business leaders. Becoming an active member can expose you to other industries, opportunities, and like-minded contacts.

3. **SCORE**
   - Supported by the SBA, SCORE is a nonprofit that helps entrepreneurs launch and grow their businesses. Business owners can access professional support year-round from a mentor. You can also attend workshops.

4. **Faith-based community**
   - Your spiritual relationship with the members at your place of worship can have a positive effect on your personal life and business goals. Lean on faith-based organizations and activities that promote a healthy, productive lifestyle.

5. **Extracurricular groups**
   - It’s easy to forget that we form bonds with people we meet through leisure activities like sports leagues and volunteer and travel groups. When not working on or in your business, it’s essential to have recreational time.

6. **Former coworkers**
   - If you’ve shared ideas or worked well with previous coworkers and staff, re-engage them to share your current business venture. Their skillsets might be useful in your next idea, or they can provide insights or contacts that you may have not considered.

7. **Professional organizations or conferences**
   - Depending on the nature of your work and business, there might be an established network of professionals who meet annually. Conferences and professional groups are instant support systems because they bring together people who have shared interests. You can get a lot of inspiration and information by not only attending events, but potentially sponsoring or speaking at one.

8. **Online groups via forums, private Facebook groups, or Slack communities**
   - Thanks to the internet and social networking, interfacing with other business owners across the world is much easier. Building connections that go beyond day-to-day business matters can provide new ideas and different perspectives with other business owners.

Written by Ijeoma S. Nwatu, contributor
Loans To Fit Your Business Needs

- Celebrating our 40th year of helping businesses with their financing needs
- Up to 25 Year Fixed Rate with low down payment
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Small businesses power our economy.

The SBA powers small businesses.

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

Stop by your local SBA office or visit SBA.gov to learn how you can move your business forward with confidence.
Cybersecurity Essentials for Small Businesses

You hear about cybersecurity constantly, here’s how it applies to you.

Cyber threats are an issue for everyone, and small businesses are targets for such threats and crimes because they often have fewer preventative or responsive resources. So, what do you need to know?

What is cybersecurity?
With the help of technology and best practices, cybersecurity is the effort to protect computers, programs, networks, and data from attack and damage.

Why is cybersecurity so important?
Consider all the information you have that needs to be secure:
- Personal information for employees
- Partner information
- Sensitive information for customers/clients
- Financial and sensitive business information

It’s essential to do your part to keep these details safe and out of the hands of those who could use your data to compromise you, your employees, and the foundation of your small business. Think it can’t happen to you?

- CNN reports nearly half of the data breaches that Verizon recorded in 2012 took place in companies with fewer than 1,000 employees.
- A Symantec report showed that 31% of all attacks in 2012 happened to businesses that had fewer than 250 employees.

What are common cyber threats and crimes?
There’s a broad range of information security threats. Some of the most common include website tampering, data theft, denial-of-service attacks, and malicious code and viruses.

Website tampering can take many forms, including defacing your website, hacking your system, and compromising webpages to allow invisible code that will try to download spyware onto your device.

Data theft can come in various forms, and the problems that come with it depend on what kind of data is stolen. Some examples include:
- Theft of computer files
- Theft of laptops, computers, and devices
- Interception of emails
- Identity theft

A denial-of-service attack happens on a computer or website and locks the computer and/or crashes your system. This results in stopped or slowed workflow and prevents communication. The ultimate goal of this kind of attack is to prevent you from conducting business with your internetconnected systems.

Malicious code and viruses are sent over the internet with the goals of finding and stealing your files; deleting critical data; or locking your computer or system. They hide in programs or documents and replicate themselves without your knowledge.

What can I do to protect my business?
The first step in protecting your business’s information is establishing comprehensive, up-to-date security policies. Make sure your employees know and adhere to your policies and best practices for internet and email. Here are just a few to keep in mind:
- Don’t respond to popup windows telling you to download drives.
- Don’t allow websites to install software on your device.
- Don’t reply to unsolicited emails. Use screen locks and shut off your computer at the end of the day.

Ensure that your computer hardware and software are updated regularly on all devices throughout the company. Change passwords periodically and use firewalls to protect your systems. You should also consider backing up your data on a regular basis so that if anything is compromised, you have a copy.

Want to learn more about how to help make your business more cyber secure? Check out “Cybersecurity for Small Businesses” in the sba.gov Learning Center, which features more tips and additional resources to help you along the way.

Written by Katie Murray, Contributor
Your business’s future success starts here

Developing a business can be a challenge and making the most of opportunities has always been an essential element of every successful business. As an entrepreneur and business owner, you can take advantage of a unique program developed by the Iowa Farm Bureau, Renew Rural Iowa.

Through one program, you’ll gain access to critical mentoring, a network of local providers and funding possibilities that can help you grow or expand your business – bringing you one step closer to a successful future.

Accelerate your company’s future now by calling (600)254-9670 or log on to www.renewruraliowa.com.

“Iowa Farm Bureau’s Renew Rural Iowa program helped us turn our idea into a growing business. Their hands-on mentoring helped us get from the blackboard to investors’ boardrooms – making our dream a reality.”

Stuart McCullough – Renew Rural Iowa Participant
Co-founder of Scout Pro

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
When the local International Paper plant closed in 2001, the city of Clinton lost 355 jobs. Bob Simpson seized on this opportunity to open his own business in 2005, which would flourish thanks to help from the SBA Iowa District Office and the experienced professionals who stayed in the area. His concept started with bakery boxes for artisan bakers to ship their cupcakes, macaroons, and candy. Bob’s 33 years of production and management expertise in the folding carton industry established his reputation as a problem solver for packaging needs. Again taking the opportunity to fill an empty space in the community, Big River relocated to a former big box retail location in 2012. The company's growth has been supported by five SBA-backed 7(a) loans, all paid in full. The company generates most of its $9 million in sales through e-commerce and its brpboxshop.com site. Today, the business serves over 120,000 customers internationally.

- **How has the SBA helped you grow your business?** Big River Packaging opened in 2005, eventually expanding into a vacant big box retail location, and now employs 39 people with over $9 million in sales. The startup operations and multiple expansions were supported by four SBA 7(a) loans, all paid in full, through Gateway State Bank.

- **What are the biggest challenges you face as a small business owner?** Success didn’t happen overnight. Like many small businesses, Big River Packaging overcame many obstacles. We had to revise strategies before finding the right recipe for success. Thanks to a vision founded on strong faith and a belief in our employees, our company has become a leader in its industry.

- **What advice do you have for other small businesses?** From the beginning, we saw our employees as our biggest asset. We based our business plans on the basic concept that employees who feel valued are critical to small business success. As a result, everyone at BRP is encouraged to identify new ideas and processes to solve problems and improve. I want this to be a great place for people to work. It’s everyone’s commitment to our customers and to each other that gives us an advantage over our competitors.

- **What do you attribute your success to?** Customer loyalty is a major contributor to BRP’s success. The typical international customer spends more on shipping than the cost of the boxes. Big River Packaging credits the high quality, large assortment of sizes, excellent service, and the product uniqueness as the reasons why customers come back to BRP time and time again. Today, Big River Packaging generates about 95 percent of its sales through the brpboxshop.com e-commerce store. The ever-evolving site has quickly become BRP’s virtual business card. Using analytic tools to understand the market and social media to connect with customers, the company has built a significant fan following. The business now serves over 133,000 different customers, including a small volume of international sales.
"I want this to be a great place for people to work. It’s everyone’s commitment to our customers and to each other that gives us an advantage over our competitors."

Bob Simpson
President, Big River Packaging
Write your Business Plan

Your business plan is the foundation of your business. Learn how to write a business plan quickly and efficiently with a business plan template.

Which business plan format is right for you?

Traditional Business Plan
- This type of plan is very detailed, takes more time to write, and is comprehensive.
- Lenders and investors commonly request this plan.

Lean Startup Plan
- This type of plan is high-level focus, fast to write, and contains key elements only.
- Some lenders and investors may ask for more information.

Business plans help you run your business
A good business plan guides you through each stage of starting and managing your business. You’ll use your business plan as a roadmap for how to structure, run, and grow your new business. It’s a way to think through the key elements of your business.

Business plans can help you get funding or bring on new business partners. Investors want to feel confident they’ll 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 choice.

Pick a business plan format that works for you
- There’s no right or wrong way to write a business plan. What’s important is that your plan meets your needs.
- Most business plans fall into one of two common categories: traditional or lean startup.
- Traditional business plans are more common, use a standard structure, and encourage you to go into detail in each section. They tend to require more work upfront and can be dozens of pages long.
- Lean startup business plans are less common but still use a standard structure. They focus on summarizing only the most important points of the key elements of your plan. They can take as little as one hour to make and are typically only one page.
TRADITIONAL BUSINESS PLAN FORMAT
You might prefer a traditional business plan format if you’re very detail oriented, want a comprehensive plan, or plan to request financing from traditional sources.

When you write your business plan, you don’t have to stick to the exact business plan outline. Instead, use the sections that make the most sense for your business and your needs. Traditional business plans use some combination of these nine sections.

Executive Summary
Briefly tell your reader what your company is 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
Use your company description to provide detailed information about your company. Go into detail about the problems your business solves. Be specific, and list out the consumers, organization, or businesses your company plans to serve.

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

Market Analysis
You’ll need a good understanding of your industry outlook and target market. Competitive research will show you what other businesses are doing and what their strengths are. 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
Tell your reader 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 LLC.

Use an organizational chart to lay out who’s in charge of what in your company. Show how each person’s unique experience will contribute to the success of your venture. Consider including resumes or CVs of key members of your team.

Service or Product Line
Describe what you sell or what service you offer. Explain how it benefits your customers and what the product lifecycle looks like. 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 in detail.

Marketing and Sales
There’s no single way to approach a marketing strategy. Your strategy should evolve and change to fit your unique needs.

Your goal in this section is to describe how you’ll attract and retain customers. You’ll also describe how a sale will actually happen. You’ll refer to this section later when you make financial projections, so make sure to thoroughly describe your complete marketing and sales strategies.

Funding Request
If you’re asking for funding, this is where you’ll outline your funding requirements. Your goal is to clearly explain how much funding you’ll need over the next five years and what you’ll use it for.

Specify whether you want debt or equity, the terms you’d like applied, and the length of time your request will cover. Give a detailed description of how you’ll use your funds. Specify if you need funds to buy equipment or materials, pay salaries, or cover specific bills until revenue increases. Always include a description of your future strategic financial plans, like paying off debt or selling your business.

Financial Projections
Supplement your funding request with financial projections. Your goal is to convince the reader that your business is stable and 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. If you have other collateral you could put against a loan, make sure to list it now.

Provide a prospective financial outlook for the next five years. 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.

This is a great place to use graphs and charts to tell the financial story of your business.

Appendix
Use your appendix to provide supporting documents or other materials that were specially requested. Common items to include are credit histories, resumes, product pictures, letters of reference, licenses, permits, patents, legal documents, and other contracts.

TRADITIONAL BUSINESS PLAN CHECKLIST
- Executive summary
- Company description
- Market analysis
- Organization and management
- Service or product line
- Marketing and sales
- Funding request
- Financial projections
- Appendix
LEAN STARTUP PLAN FORMAT

You might prefer a lean startup format if you want to explain or start your business quickly, your business is relatively simple, or you plan to regularly change and refine your business plan. Lean startup formats are charts that use only a handful of elements to describe your company’s value proposition, infrastructure, customers, and finances. They’re useful for visualizing tradeoffs and fundamental facts about your company.

There are many versions of lean startup templates, but one of the oldest and most well known is the Business Model Canvas, developed by Alex Osterwalder. You can search the web to find free templates of the Business Model Canvas, or other versions, to build your business plan.

We’ll discuss the nine components of the Business Model Canvas version here.

Key Partnerships
Note the other businesses or services you’ll work with to run your business. Think about suppliers, manufacturers, subcontractors and similar strategic partners.

Key Activities
List the ways your business will gain a competitive advantage. Highlight things like selling direct to consumers or using technology to tap into the sharing economy.

Key Resources
List any resource you’ll leverage to create value for your customer. Your most important assets could include staff, capital, or intellectual property. Don’t forget to 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. Is it automated or personal? In person or online? Think through the customer experience from start to finish.

Customer Segments
Be specific when you name your target market. Your business won’t be for everybody, so it’s important to have a clear sense of who your business will serve.

Channels
List the most important ways you’ll talk to your customers. Most businesses use a mix of channels and optimize them over time.

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

Revenue Streams
Explain how your company will actually make money. Some examples are direct sales, memberships fees, and selling advertising space. If your company has multiple revenue streams, list them all.

If you fail to plan, you are planning to fail.”

Benjamin Franklin
Entrepreneurship training is available through the SBA’s programs for veterans, [sba.gov/veterans](https://sba.gov/veterans). This includes active duty service members, those transitioning out of service, National Guard and Reserve members, and military spouses in the United States and at military installations around the world. Connect to other entrepreneurs and your local network of SBA Resource Partners through these services and programs. Veterans Business Outreach Centers, [sba.gov/vboc](https://sba.gov/vboc), provide business training and counseling to those interested in starting or growing a small business.

### Entrepreneurship Training Programs

**Boots to Business** is an entrepreneurial training program offered by the SBA as a training track within the Department of Defense’s Transition Assistance Program. The curriculum provides valuable assistance to those transitioning out of service and their spouses. You explore business ownership and other self-employment opportunities while learning key business concepts. Participants learn how to access start-up capital using SBA resources. This program provides the foundational knowledge required to develop a business plan.

**Boots to Business: Reboot** delivers the Boots to Business curriculum to veterans of all eras, members of the National Guard and Reserve, and military spouses in their local communities.

Veteran-owned and service-disabled veteran-owned businesses nationwide interested in federal contracting can receive entrepreneurship guidance from the Veteran Federal Procurement Entrepreneurship Training Program. This program is administered by the Veteran Institute for Procurement, which has three training programs to assist veterans, **VIP START**, **VIP GROW**, and **VIP INTERNATIONAL**.

The **Women Veteran Entrepreneurship Training Program** serves women who are veterans, service members, and spouses of service members and veterans as they start or grow their business.

**Loan Fee Relief**

To encourage lending to veterans who want to start or grow their businesses, the SBA reduces upfront guarantee fees on select loans. That means the cost savings will be passed down to you, the eligible veteran. To learn about this loan fee relief, contact your local SBA district office or ask your SBA Lender about the **Veterans Advantage program**.

**Have an employee who was called to active duty?**

Ask your SBA Lender about the Military Reservist Economic Injury Disaster Loan Program. It provides loans up to $2 million to small businesses for working capital caused by the loss of an essential employee called to active duty in the National Guard or Reserve.
Business executives looking for their next challenge and the opportunity to take their business to the next level will find it with the SBA’s Emerging Leaders program, sba.gov/emergingleaders.

Graduates of Emerging Leaders, an intense seven-month entrepreneurship program, reported that they have been able to grow their businesses and drive economic development within their communities. Emerging Leaders executives are chosen through a competitive selection process. The program fosters a learning environment that accelerates the growth of high-potential small businesses, while providing training and peer networking sessions.

Emerging Leaders graduates join a network of 5,000 alumni nationwide. Since the start of the program, graduates have reported gaining more than $300 million total in new financing and securing over $2.16 billion in government contracts.

Online Resources for Entrepreneurs

Find short courses and learning tools to start and grow your small business at the sba.gov Learning Center.

The SBA’s free Online Learning Center courses help you start and grow your small business. The Learning Center is a great resource for every entrepreneur, especially rural business owners looking for easy access to vital business training. Courses available include:

- Writing your business plan
- Legal requirements for your small business
- Small business financing options
- Digital and traditional marketing to win customers
- Your options during a disaster
- Access the SBA’s Learning Center at sba.gov/learning.

Aspiring entrepreneurs can learn how to launch a business with the Business Smart Toolkit. This online workshop lays the groundwork, teaching you how to build a business that is ready to take on credit.

- The three parts of the toolkit:
  - Basics of business startup
  - Building business credit
  - How to find additional small business support and educational resources

The toolkit can be presented as a class, like within a community organization, or for small group or individual at-home use. The toolkit and instructor guide are written so that a community volunteer can feel comfortable presenting the information. Find the free download at sba.gov/businesssmart.
American Indians, Alaska Natives, and Native Hawaiians seeking entrepreneurial development training can start and grow their business with the help of these SBA-supported programs. The SBA, sba.gov/naa, also consults with tribal governments prior to finalizing SBA policies affecting tribes.

The Cherokee Nation
Tahlequah, Oklahoma
Receive executive coaching in financial management, sales, marketing and product management. Visit cherokee.org/contact.aspx.

Oregon Native American Business and Entrepreneurial Network
Portland, Oregon & Tulsa, Oklahoma
Develop your business on native lands and find peer mentoring that focuses on building native microenterprise throughout Oregon, Oklahoma, Texas and New Mexico. Visit onaben.org.

Rural Enterprises of Oklahoma, Inc. (REI Oklahoma)
Durant, Oklahoma
Do you need business counseling, 8(a) certification assistance and other training? The organization has two Native American business resource centers in Oklahoma. Visit reiok.org.

The Native American Development Corporation
North Billings, Montana
Receive counseling in government contracting through the SBA’s 8(a) program and other federal and state programs. Register to attend networking events, conferences and workshops at nadc.ecenterdirect.com/signup.

Hi’ilei Aloha LLC
Honolulu, Hawaii
Do you have an idea and want to see if it could become a successful business? For the next entrepreneurship course for Native Hawaiians, visit hilei.org.

Indian Dispute Resolution Services, Inc.
Plymouth, California
Tribal members in California, Nevada, and Oregon can receive computer accounting and business training through the microenterprise initiatives at idrsinc.org.
W hen Garrett Marrero and Melanie Oxley applied for loans to buy a brewpub in Maui in 2004, it didn’t go well. “We got laughed out of every bank in the state,” Marrero likes to say.

As it turns out, they would have been a good risk. Over the past 14 years, Marrero and Oxley have built an operation that employs hundreds, sells internationally, and enriches its community. They were recognized by the U.S. Small Business Administration in 2017 as National Small Business Persons of the Year.

A California native, Marrero grew up in a family that appreciates craft beer. He tried homebrewing in high school and had friends who brewed. “When I traveled, experiencing the local beer was always important to me,” he says. “So when I came to Hawaii, I thought the local beer was ridiculous. I knew I could put people together to make great beer.”

He and Oxley were living and working in California and, in 2004, decided to move to Hawaii and brew beer. They learned that the Fish and Game Brewing Company on Maui was for sale. Since banks wouldn’t finance the inexperienced entrepreneurs, they sold and mortgaged everything they could, plundered retirement funds, and borrowed from parents and grandparents in order to buy the seven-barrel brewpub and restaurant.
“I had that typical young male can’t-go-wrong kind of attitude, but I think Melanie was more nervous.” Marrero recalls. “It was a little scary. But we both took it as extra motivation to succeed—we couldn’t fail our family and our friends.”

The couple were new to entrepreneurship, but they applied a strong work ethic and good business sense to the task. They quickly set up a 25-barrel brewhouse and, in 2007, were among the earliest small breweries to distribute in cans—a move that craft breweries have since embraced as both financially and environmentally sound. And having savvily gotten a right of first refusal on adjacent units, they expanded. By 2012, they’d grown from 5,000 to 13,000 square feet. “We flat-out needed more space,” Marrero says.

This time, they approached the SBA for help. “The way it works is, you have to have the financing through an SBA lending partner—a local bank—and then the SBA guarantees part of the loan,” Marrero says. Maui Brewing took out a multimillion-dollar loan to buy land and build a building for 25- and 50-barrel brewhouses down the road in Kihei. “We would not have been approved for such a loan without the SBA.”

Maui Brewing Company’s six year-round beers include its signature Pineapple Mana Wheat and Coconut Hiwa Porter which, like many of its seasonal brews, use locally grown ingredients. “They always say small business is the backbone of America; I think farmers even more so,” Marrero says.
"We brew our seasonal POG IPA with passionfruit, orange, and guava juice, locally grown. Integrating that into a style that dates back to the 1600s, an IPA, makes it unique."

Today the operation consists of the Kihei brewery and three restaurants: the original location, one established on the island of Oahu in 2017, and one opened at the brewery in early 2018. The company distributes in 23 states and internationally. By year-end, Marrero expects to have a fourth restaurant, employ 700 or more, and top $20 million in revenue. Later ambitions include distilled spirits and craft cocktails in cans.

In addition to supporting Hawaii growers, Maui Brewing offers a share of sales to local nonprofits. It also plays an integral role in the Maui Brewers Festival, which draws visitors and raises money for the Maui Arts and Cultural Center.

And Marrero shares his hard-won expertise with aspiring entrepreneurs. His advice? “Work with several local lenders, but definitely involve the Small Business Development Center in your area. They’ll help with feasibility studies, putting together a good loan package,” he says. “Be clear and concise with your vision, and don’t rely on others to sell your story—you are your best advocate.”

Melanie Oxley and Garrett Marrero

SBA Guaranteed Loans

For small business entrepreneurs who cannot get traditional forms of credit, an SBA-guaranteed loan can fill that need. The SBA guarantees loans made by lending institutions to small businesses that would otherwise be able to obtain financing. The lender works with applicants to determine the best option for the small business. For those who are eligible and cannot obtain conventional financing with reasonable rates and terms, the guarantee reduces a lender’s risk of loss in the event of a default on the loan. The SBA guarantee is conditional on the lender following SBA program requirements. Just like with any other loan, you make your loan payments directly to your SBA Lender in accordance with your terms.

Visit your local SBA office for a lender referral, or use Lender Match, sba.gov/lendermatch.

The SBA’s online tool connects entrepreneurs with SBA Lenders interested in making small business loans in your area.
Local Funding Programs

For contact information on our SBA Lenders, visit sba.gov/ia.

### Participating SBA Lenders

**1st Source Bank**  
(888) 236-1414  
1stsource.com

**Alterra Bank**  
(913) 681-2223  
firstbusiness.com

**American Bank**  
234 Fifth Ave., LeMars  
(712) 546-2345  
am-bank.com

**American State Bank**  
1000 Jeffreys Drive, Osceola  
(641) 342-2175  
americanstatebank.com

**American Trust & Savings Bank**  
895 Main St., Dubuque  
(563) 582-1841  
americantrust.bank

**Apple River State Bank**  
(815) 594-2351  
appleriverstatebank.com

**Arbor Bank**  
911 Central Ave.,  
Nebraska City  
(402) 873-3388  
arborbanking.com

**Ascentra Credit Union**  
1710 Grant St., Bettendorf  
(363) 355-0152  
ascentra.org

**Bank**  
409 Highway 61 South, Wapello  
(319) 523-5200  
bank.bank

**Banc of California**  
(714) 850-6440  
bancofcal.com

**Bank of Franklin County**  
(636) 239-6600  
bankoffranklincounty.com

**Bank of Nebraska**  
(402) 331-8550  
accessbank.com

**Banklowa**  
1150 Jordan Creek Parkway,  
West Des Moines  
(515) 225-0710  
banklowa.bank

**Banklowa**  
7045 C Ave. NE, Cedar Rapids  
(319) 395-9100  
banklowa.com

**Bank Midwest**  
1525 18th St. #100, Spirit Lake  
(712) 336-0505  
bankmidwest.com

**BankOrion**  
(309) 526-8011  
bankorion.com

**Bank of America**  
(704) 386-5681  
bankofamerica.com

**Bank of George**  
(702) 851-4200  
bankofgeorge.com

**Bank of the West**  
(800) 208-6100  
bankofthewest.com

**Bankers Trust Co.**  
453 Seventh St., Des Moines  
(515) 245-2863  
bankerstrust.com

**BankUnited**  
(877) 779-2265  
bankunited.com

**Bellevue State Bank**  
200 S. Second St., Bellevue  
(563) 872-4911

**Berkshire Bank**  
(800) 773-5601  
berkshirebank.com

**Black Hawk Economic Development Corp.**  
1001 Peoples Square, Waterloo  
(319) 235-2960  
bhed.org
BMO Harris  
(312) 346-4200  
bmoharris.com

Boone Bank & Trust Co.  
716 Eighth St., Boone  
(515) 432-6200  
boonebankiowa.com

Bridge Community Bank  
302 Highway 1 SE, Mount Vernon  
(319) 895-8200  
bridge.bank

Byline Bank  
(773) 244-7000  
bylinebank.com

Carver State Bank  
(877) 489-2434  
carverstatebank.com

Cedar Rapids Bank & Trust  
500 First Ave. NE, suite 100, Cedar Rapids  
(319) 862-2728  
crbt.bank

Celtic Bank  
(800) 854-7848  
celticbank.com

Central Bank  
600 Lake Ave., Storm Lake  
(712) 732-2190  
www.centralbankonline.com

Central Bank of Boone County  
(573) 874-8100  
centralbank.net

Central State Bank  
102 N. Main St., Elkader  
(563) 245-2110  
centralstate.bank

Citizens First Bank  
1442 Lincoln Way, Clinton  
(877) 902-1442  
gocfb.bank

Citizens State Bank  
117 W First St., Monticello  
(319) 465-5921  
citizensstateonline.com

City State Bank  
801 Main St., Norwalk  
(515) 891-4234  
citystatebank.com

Clare Bank  
(608) 348-2727  
clorebank.com

Clear Lake Bank & Trust  
322 Main Ave., Clear Lake  
(641) 357-7121  
clearlakebank.bank

Collins Community Credit Union  
1150 42nd St. Northeast, Cedar Rapids  
(800) 475-1150  
collinscu.org

Commonwealth Business Bank  
(213) 884-4200  
cbb-bank.com

Community 1st Credit Union  
235 Richmond Ave., Ottumwa  
(641) 684-5448  
c1stcreditunion.com

Community Bank  
1901 W. Second Ave., Indianola  
(515) 961-9367  
trubank.bank

Community Bank  
1121 S. G Ave., Nevada  
(515) 382-3050  
nevadacb.com

Community Savings Bank  
101 E. Union St., Edgewood  
(563) 928-6425  
csbioa.com

Community State Bank  
1812 Highway Blvd., Spencer  
(712) 262-3030  
ecommunitybank.org

Compass Bank  
(205) 297-1986  
bbvacompass.com

Core Bank  
(402) 333-9100  
corebank.com

Cornerstone Bank  
(402) 601-1250  
cornerstonebank.com

Cornhusker Bank  
(402) 434-2265  
cornhuskerbank.com

The Corporation for Economic Development in Des Moines  
400 Robert D Ray Drive, Des Moines  
(515) 283-4017  
ceddm.com

Dakota Business Finance  
(605) 367-5353  
dakotabusinessfinance.com

De Witt Bank & Trust Co.  
816 Sixth Ave., DeWitt  
(563) 659-3211  
dewittbank.com

Dubuque Bank & Trust  
1398 Central Ave., Dubuque  
(515) 589-2000  
dubuquebank.com

ECIA Business Growth  
7600 Commerce Park, Dubuque  
(563) 556-4166  
ecia.org

Elgin State Bank  
(847) 888-7950  
elginstatebank.com
Enterprise Bank
(402) 330-0200
enterprisebankomaha.com

Evolve Bank & Trust
(866) 367-2611
gtevolved.com

Fairfax State Savings Bank
409 Vanderbilt St., Fairfax
(319) 846-2300
thebankhere.com

Farmers and Merchants Savings Bank
101 E Main St., Manchester
(563) 927-4475
fmbankia.com

Farmers and Merchants State Bank
101 W Jefferson St., Winterset
(515) 462-4242
fmstate.bank

Farmers Bank of Northern Missouri
200 W. Maple St., Centerville
(641) 437-1200
onlinefarmersbank.com

Farmers Savings Bank & Trust
611 Second St., Traer
(319) 478-2148
fsb-traer.com

Farmers State Bank
131 Tower Park Drive #100, Waterloo
(319) 287-3961
fsb1879.com

Farmers State Bank
1240 Eighth Ave., Marion
(319) 377-4891
myfsbonline.com

Farmers State Bank
99 Seventh St. North, Northwood
(641) 324-2273
fsbbanks.com

Farmers Trust & Savings Bank
510 Elm St., Williamsburg
(319) 668-2525
ftsbia.com

Farmers Trust & Savings Bank
122 Main St., Earling
(712) 747-2000
ftnsbank.net

Fidelity Bank & Trust
4250 Asbury Road, Dubuque
(563) 557-2300
bankfidelity.bank

First Central State Bank
914 Sixth Ave., DeWitt
(563) 659-3141
firstcentralsb.com

First Children’s Finance
(612) 338-3023
firstchildrensfinance.org

First Citizens Bank
2601 Fourth St. SW,
Mason City
(641) 423-1600, myfcb.bank

First Colorado National Bank
(970) 527-4141
firstcoloradobank.com

First Financial Bank
(800) 562-6896, ffb1.com

First Home Bank
(727) 394-2265
firsthomebank.com

First Iowa State Bank
19 Benton Ave. East, Albia
(641) 932-2144
firstiowastatebank.com

First National Bank of Waverly
316 E. Bremer Ave., Waverly
(319) 352-1340
www.myfmbbank.com

First National Bank of Ames
405 Fifth St., Ames
(515) 323-5561, fnb247.com

First National Bank of Omaha
(402) 341-0500
firstnational.com

First State Bank
505 Second St., Webster City
(515) 832-2520, fsbwccom

First State Bank
183 Main Ave. N., Britt
(641) 843-4411, fsb-britt.com

First State Bank, Nebraska
(877) 303-9737, 1fsb.com

First State Bank of Colfax
100 N. Walnut St., Colfax
(515) 674-3533
fsbankcolfax.com

First Trust & Savings Bank of Albany
(309) 887-4335
efirsttrust.com

First Westroads Bank
(402) 330-7200
www.firstwestroads.bank

Five Points Bank
(308) 384-3023
fivepointsbank.com

Five Star Bank
(916) 626-5000
www.five-starbank.com

Foundation One Bank
(402) 502-5558
onlinebanking.myfoundationfirst.com

Freedom Financial Bank
1255 Jordan Creek Parkway, West Des Moines
(515) 223-1113
freedomfinancialbank.com
FUNDING PROGRAMS

Gateway State Bank
1427 N. Second St., Clinton
(800) 242-4282
www.gatewaysb.bank

Great Southern Bank
(417) 739-4818
greatsouthernbank.com

Great Western Bank
(800) 952-2043
greatwesternbank.com

Greater Iowa Credit Union
801 Lincoln Way, Ames
(800) 296-9064
greateriowacu.org

Green Belt Bank & Trust
616 Washington Ave, Iowa Falls
(800) 648-2544
greenbeltbank.com

Guaranty Bank & Trust Co.
(662) 843-6000
guarantybankco.com

Heartland Bank
615 Sixth Ave., Somers
(515) 467-5561
heartlandbanks.bank

Heritage Bank
695 Marion Blvd., Marion
(319) 373-5400
heritagemarion.bank

Heritage Bank
(800) 344-7048
heritagebankna.com

Hills Bank & Trust Co.
131 E. Main St., Hills
(800) 445-5725
hillsbank.com

Home State Bank
115 W. State St. Jefferson
(515) 386-2131
hsbankiowa.com

IH Mississippi Valley CU
2839 AAA Court, Bettendorf
(309) 793-6200, ihmvcu.org

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

Iowa Business Growth Co.
5409 NW 88th St., Johnston
(515) 223-4511
iowabusinessgrowth.com

Iowa Falls State Bank
601 Washington Ave, Iowa Falls, (641) 648-5171
ifsbank.com

Iowa Savings Bank
510 Lincoln, Hwy, Carroll
(712) 792-9772
iowasavingsbank.com

Iowa State Bank
627 E. Locust St., Des Moines
(515) 288-0111
iowastatebanks.com

Iowa State Bank
1101 Main St., Hull
(712) 439-1025
iowastatebank.net

Iowa State Bank & Trust
55 S. Fourth St., Fairfield
(641) 472-3161
isbff.com

Iowa State Savings Bank
222 E. Robinson St., Knoxville
(641) 828-8000
issbank.com

Iowa-Nebraska State Bank
(402) 494-4225
iowa-nebraskastatebank.com

Iowa Trust & Savings Bank
200 N. 10th St., Centerville
(641) 437-4500
iowatrust.bank

JPMorgan Chase Bank
(877) 242-7372, chase.com

Kerndt Brothers Savings Bank
370 Main St., Lansing
(563) 538-4231
kerndtbrothers.com

Kingsley State Bank
1 E. Second St., Kingsley
(712) 378-2341
onlinebanking.kingsleybank.com

Liberty National Bank
(605) 217-4425
libertynationalonline.com

Lincoln Savings Bank
508 Main St., Reinbeck
(319) 788-6441
mylsb.com

Live Oak Banking Co.
(877) 890-5867
liveoakbank.com

Luana Savings Bank
100 Harvest Drive, Luana
(563) 539-2166
luanasavingsbank.com

Manufacturers Bank & Trust Co.
245 E. J St., Forest City
(641) 585-2825
mbtbank.com

Midstates Bank National Association
1851 Madison Ave., Council Bluffs
(888) 710-9070
midstatesbank.com

Midwest Heritage Bank
3580 EP True Parkway, West Des Moines
(515) 278-6541
mhb.com

Midwestone Bank
102 S. Clinton St., Iowa City
(800) 247-4418
midwestone.com
<table>
<thead>
<tr>
<th>Bank Name</th>
<th>Phone Number</th>
<th>Website</th>
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<tbody>
<tr>
<td>New Buffalo Savings Bank</td>
<td>(269) 469-2222</td>
<td>newbuffalosavings.com</td>
</tr>
<tr>
<td>Newtek Small Business Finance Inc.</td>
<td>(855) 763-9835</td>
<td>newtekone.com</td>
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<tr>
<td>Northeast Bank</td>
<td>(800) 284-5989</td>
<td>northeastbank.com</td>
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<tr>
<td>Northwest Bank</td>
<td>(712) 242-4000</td>
<td>bank-northwest.com</td>
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<tr>
<td>Northwest Bank &amp; Trust Co.</td>
<td>(563) 388-2511</td>
<td>northwestbank.com</td>
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<td>NSB Bank</td>
<td>(641) 423-7638</td>
<td>nsbbank.com</td>
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<tr>
<td>NXT Bank</td>
<td>(319) 438-6621</td>
<td>nxbank.net</td>
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<tr>
<td>Ohnward Bank &amp; Trust Co.</td>
<td>(563) 852 7696</td>
<td><a href="http://www.ohnwardbank.bank">www.ohnwardbank.bank</a></td>
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<tr>
<td>Old National Bank</td>
<td>(812) 464-1425</td>
<td>oldnational.com</td>
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<tr>
<td>Pacific Premiere Bank</td>
<td>(888) 789-1012</td>
<td>ppbi.com</td>
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<tr>
<td>Paragon Bank</td>
<td>(901) 273-2900</td>
<td>bankparagon.com</td>
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<td>Peoples Savings Bank</td>
<td>(641) 869-3721</td>
<td>bankpsb.com</td>
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<tr>
<td>Pilot Grove Savings Bank</td>
<td>(319) 469-3951</td>
<td>pilotgrovesavingsbank.com</td>
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<tr>
<td>Pinnacle Bank</td>
<td>(641) 752-2393</td>
<td>bankpinnacle.us</td>
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<tr>
<td>Prairieland Economic Development Corp.</td>
<td>(507) 836-6656</td>
<td>prairielandedc.com</td>
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<tr>
<td>Premier Bank</td>
<td>(563) 588-1000</td>
<td>premierbanking.bank</td>
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<tr>
<td>Private Bank &amp; Trust Co.</td>
<td>(877) 448-6500</td>
<td>us.cibc.com</td>
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<tr>
<td>Profinium Inc.</td>
<td>(507) 776-2311</td>
<td>profinium.com</td>
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<td>Quad City Bank &amp; Trust Co.</td>
<td>(563) 344-0600</td>
<td>qcbt.bank</td>
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<td>Raccoon Valley Bank</td>
<td>(515) 344-0600</td>
<td>raccoonvalleybank.com</td>
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<td>Radius Bank</td>
<td>(800) 242-0272</td>
<td>radiusbank.com</td>
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<td>Ridgestone Bank</td>
<td>(262) 789-1011</td>
<td>ridgestone.com</td>
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<tr>
<td>ReadyCap Lending</td>
<td>(800) 453-3548</td>
<td>readycaplending.com</td>
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<td>River Valley Bank</td>
<td>(888) 842-0221</td>
<td>rivervalleybank.com</td>
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<tr>
<td>Royal Business Bank</td>
<td>(213) 627-9888</td>
<td>royalbusinessbankusa.com</td>
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<td>Security State Bank</td>
<td>(515) 295-9501</td>
<td>bankssb.com</td>
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<td>Siouxland Economic Development Corp.</td>
<td>(712) 279-6430</td>
<td>siouxlandedc.com</td>
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<tr>
<td>Small Business Growth Corp.</td>
<td>(217) 787-7557</td>
<td>growthcorp.com</td>
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<tr>
<td>South Ottumwa Savings Bank</td>
<td>(641) 682-7541</td>
<td>sosb-ia.com</td>
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<td>Spirit of Texas Bank SSB</td>
<td>(979) 846-7000</td>
<td>sotb.com</td>
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<td>State Bank &amp; Trust Co.</td>
<td>(478) 796-6100</td>
<td>statebt.com</td>
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<td>State Bank Financial</td>
<td>(608) 784-4600</td>
<td>statebankfinancial.bank</td>
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<tr>
<td>State Savings Bank</td>
<td>(641) 782-7820</td>
<td>yourfullservicebank.com</td>
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<tr>
<td>Stearns Bank NA</td>
<td>(800) 320-7262</td>
<td>stearnsbank.com</td>
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<td>Bank Name</td>
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<tr>
<td>Success Bank</td>
<td>(641) 664-2006, success.bank</td>
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<td>The Bancorp Bank</td>
<td>(800) 545-0289, thebancorp.com</td>
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<td>The Clinton National Bank</td>
<td>(563) 243-1243, clintonnational.com</td>
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<td>The Exchange State Bank</td>
<td>(319) 854-6104, exchangestatebank.net</td>
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<td>The First National Bank of Sioux Falls</td>
<td>(605) 335-5200, fnbsf.com</td>
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<td>TBK Bank SSB</td>
<td>(214) 365-6900, tbkbank.com</td>
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<td>Triumph Community Bank</td>
<td>(309) 752-9290, bankwithtriumph.com</td>
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<td>Two Rivers Bank &amp; Trust</td>
<td>(319) 753-9100, tworivers.bank</td>
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<tr>
<td>UMB Bank National Association</td>
<td>(800) 860-4862, umb.com</td>
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<td>US Bank NA</td>
<td>(800) 872-2657, usbank.com</td>
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<td>Umpqua Bank</td>
<td>(541) 440-3961, umpquabank.com</td>
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<tr>
<td>Union Bank &amp; Trust</td>
<td>(402) 323-1670, ubt.com</td>
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<td>United Bank</td>
<td>(715) 597-3136, unitedbankwi.com</td>
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<td>United Bank &amp; Trust</td>
<td>(641) 753-5900, ubtana.com</td>
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<tr>
<td>United Bank of Iowa</td>
<td>(712) 364-3393, unitedbk.bank</td>
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<tr>
<td>United Community Bank</td>
<td>(800) 822-2651, ucbi.com</td>
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<td>United Midwest Savings Bank</td>
<td>(937) 585-5861, umwsb.com</td>
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<td>United Midwest Savings Bank</td>
<td>(800) 686-2052, umwsb.com</td>
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<tr>
<td>United Republic Bank</td>
<td>(402) 505-8500, unitedrepublicbank.com</td>
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<tr>
<td>Veridian Credit Union</td>
<td>(800) 235-3228 x8333, veridiancu.org</td>
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<tr>
<td>VisionBank of Iowa</td>
<td>(515) 986-5746, visionbank.com</td>
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<td>Vision One Credit Union</td>
<td>(916) 363-4293, visionone.org</td>
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<tr>
<td>Walker State Bank</td>
<td>(319) 448-4317, walkerbank.com</td>
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<tr>
<td>Washington State Bank</td>
<td>(319) 728-2436, washsb.com</td>
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<tr>
<td>Wells Fargo Bank NA</td>
<td>(800) 869-3557, wellsfargo.com</td>
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<tr>
<td>West Bank</td>
<td>(515) 222-2300, westbankstrong.com</td>
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<tr>
<td>Westside State Bank</td>
<td>(712) 663-4322, wsbankonline.com</td>
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<tr>
<td>West Town Bank &amp; Trust</td>
<td>(708) 447-3330, westtowntbank.com</td>
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<tr>
<td>Winona National Bank</td>
<td>(507) 454-8800, winonanationalbank.com</td>
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<td>Participating Certified Development Companies</td>
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<td>Black Hawk Economic Development Inc.</td>
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<tr>
<td>Corporation for Economic Development in Des Moines</td>
<td>(515) 283-4017, ceddm.com</td>
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<tr>
<td>Iowa Business Growth Co.</td>
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</table>
Siouxland Economic Development Corp.
Loan Manager Jackie Nohr, 617 Pierce St., suite 202, Sioux City, (712) 279-6430
siouxlandedc.com

ECIA Business Growth Inc.
President & COO Matt Specht, 7600 Commerce Park, Dubuque
(563) 556-4166
eciabusinessgrowth.com

Prairieland Economic Development Corp.
President/CEO Ann Peterson
(800) 507-9003 or (507) 836-6656
prairielandedc.com

Small Business Growth Corp.
President Douglas L. Kinley
(217) 787-7557 or (800) 577-2772
growthcorp.com

Dakota Business Finance
Senior Loan Officer Jessica Evans
500 N. Western Ave., suite 100, Sioux Falls
(605) 367-5353
dakotabusinessfinance.com

Minnesota Business Finance Corp.
Vice President Michelle Mueller
(612) 746-6905, mbfc.org

Participating SBA Microlenders

Iowa Foundation for Microenterprise & Community Vitality
Loan Administrator
Craig Downs
915 Eighth St., suite 205, Boone
(515) 212-0182
cdowns@iowamicroloan.org
iowamicroloan.org

Siouxland Economic Development Corp.
Loan Manager Jackie Nohr
617 Pierce St., suite 202, Sioux City
(712) 279-6430
jackie@siouxlandedc.com
siouxlandedc.com
Need Financing?

Visit your local SBA office or lender to learn about these SBA loan programs.

The 7(a) Loan
The 7(a) loan is the SBA's largest financing program because it can be used for almost any business purpose, and it offers reasonable rates and terms. If you're unable to get conventional financing and you meet the eligibility requirements, you could use a 7(a) loan to purchase real estate, equipment, working capital, or inventory for your small business. Loan proceeds may also be used 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 percent

**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 percent

SBAExpress Loan
An SBAExpress loan is a small loan 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 percent; for loans of $50,000 and greater, prime + 4.75 percent

**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 percent

SBA Microlenders
Entrepreneurs can borrow from $500 to $50,000 and access free business counseling from SBA microlenders. If you need working capital or funds for supplies, equipment, fixtures and furniture, a microloan can help eligible businesses start up and grow.

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

**TERMS:** lender negotiated, no early payoff penalty

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

**MAX LOAN AMOUNT (UP TO 40 PERCENT 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 or 20 year terms

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

**GUARANTEE:** the SBA Lender provides a senior loan for 50 percent of the project cost (with no SBA guarantee); the CDC finances up to 40 percent 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 percent

Community Advantage Program
Community Advantage lenders are community-based financial institutions focused on financing for women, veterans, low-income borrowers, and minority entrepreneurs just starting up or in business for a few years. The program can provide access to free business counseling at the same time you are putting together your financing.

**INTEREST RATE:** prime + 6 percent

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

**GUARANTEE:** 75 to 90 percent
R&D Opportunities for Next Gen Entrepreneurs

If you are engaged in high-risk research and development, your small business may be eligible to compete for funding to develop your tech and get it to market.

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 $2.5 billion in early stage capital through more than 4,000 new awards annually.

How it works

Every year, 11 participating federal agencies announce topical areas that address their R&D needs. Eligible businesses submit proposals through a competitive process, and if successful, enter a three phase awards program.

» Phase I, the proof-of-concept stage, typically lasts from 6-12 months, often providing $100,000-$225,000
» Phase II, the full R&D period, lasts about 24 months and typically provides $600,000-$1.5 million.
» Phase III, the commercialization stage, where you seek public or private funds for your venture

How else does your startup benefit? The funding agency does not take an equity position or ownership of your business. The federal government also has a protection period in which it does not disclose your reports and data.

Visit sbir.gov to find funding opportunities and helpful program tutorials, as well as past award winners, such as Qualcomm, iRobot, Illumina, and Symantec.

Participating agencies:

» Department of Agriculture
» Department of Commerce
» National Institute of Standards and Technology
» National Oceanic and Atmospheric Administration
» Department of Defense
» Department of Education
» Department of Energy
» Department of Health and Human Services
» Department of Homeland Security
» Department of Transportation
» Environmental Protection Agency
» NASA
» National Science Foundation
Why Export?

You want to increase revenue. Exporting would make you less dependent on any one market. It’s also a smart option for stabilizing sales if your product is seasonal.

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

Ask your SBA Lender about the Export Express Loan for enhancing your export development.

Max loan amount: $500,000
Interest rate: negotiated between lender and business, fixed or variable rate, typically not to exceed prime + 6.5 percent
Terms based on use of loan: for real estate, up to 25 years; for equipment, up to 10 years; for lines of credit, up to seven years
Guarantee: up to 90 percent

The International Trade Loan can position you to enter or expand into international markets. It can also help you better compete if your business has been adversely affected by unfair trade practices.

Max loan amount: $5 million
Interest rate: negotiated between lender and business, fixed or variable, not to exceed prime + 2.75 percent
Terms based on use of loan: for real estate, up to 25 years; for equipment, up to 10 years
Guarantee: up to 90 percent

Exporters looking to meet their short-term capital needs can use the Export Working Capital Program. Use this loan to purchase inventory to make the products you export or to finance receivables. You can apply for lines of credit prior to finalizing an export sale or contract.

Max loan amount: $5 million
Interest rate: negotiated between lender and business, fixed or variable rate
Terms: typically one year, cannot exceed three years
Guarantee: up to 90 percent

Benefits of Exporting

Nearly 96 percent of consumers live outside the U.S., and two-thirds of the world’s purchasing power is in foreign countries. If you’re a small business owner, here’s how to work with the SBA for your trade needs.

STEP 1 GET COUNSELING

STEP 2 FIND BUYERS

STEP 3 GET FUNDING

One-Stop Exporting Shops

Find an SBA professional in one of these 21 U.S. Export Assistance Centers located in major metro areas, sba.gov/tools/local-assistance/eac. 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 free exporting assistance from professional business counselors.

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 international@sba.gov. Include your name, company name, mailing address, and phone number, as well as a brief description of the trade problem or challenge you are encountering.
If you own a U.S. small business, you could receive capital from a Small Business Investment Company that is regulated by the SBA. The agency provides guarantees to investment companies with financing expertise in certain sectors or industries. These investment companies then use private funds, along with SBA-guaranteed capital, to invest in qualifying small businesses. The small business then receives a loan, equity, or a combination of both. Equity is a share of ownership an investment company gets in a business. Mature, profitable businesses with sufficient cash flow to pay interest are more likely to receive capital from a Small Business Investment Company. Each one has its own investment profile in terms of targeted industry, geography, company maturity, the types and size of financing they provide. To search the SBIC directory, visit Investment Capital under Funding Programs at sba.gov.
What is the American dream? To many, it is the ideal that every United States citizen has an equal opportunity to achieve success and prosperity through hard work, determination, and initiative. Ember Industries, Inc., a family-owned company in San Marcos, Texas, exemplifies that national ethos. Established in 1986 as a small contract design firm, Ember Industries has grown into a full-service contract manufacturing business that builds, tests, and calibrates electronic devices and wire and cable assemblies. The company’s products are used to build things like above-ground tank monitors for oil fields and Lockheed military drones. In 2015, the company was on track to have one of its most profitable years, and then disaster struck.

“Things were going great. Honestly, the factory was going wonderfully. In June we were on pace for a record month, but instead the Blanco River decided to come over its banks,” says President Rob Leonardis.

In May 2015, the Blanco River flooded disastrously, overflowing its banks to record levels and destroying more than 1,000 homes. Ember Industries suffered catastrophic damages. “We had 32 inches of water in the entire building. Basically, it ruined all of our manufacturing equipment,” says Vice President of Finance and Administration Frank Leonardis. “It shut us down. It was pretty devastating.”

The flood destroyed about one-third of Ember’s raw-material inventory and all of the work in progress as well as office furniture, computers and servers, and all of the company’s high-tech production equipment. “A week into it, our dad came to us and asked, should we be trying to do this? Should we even be trying to rebuild this?” Rob Leonardis recalls. But instead of shutting the doors, the company was approved for a $2 million SBA disaster loan, and just six weeks after the flood, Ember Industries was back to full production.

In 2017, Ember Industries received the SBA Phoenix Award for Outstanding Small Business Disaster Recovery. “Without the SBA loan, we would not have been able to survive as a company,” Rob Leonardis says. “The Office of Disaster Assistance at the SBA looks at businesses that have suffered through a disaster, recovered, and put their employees back to work. And Rob’s story about how SBA’s disaster loan helped the business recover is one of preserving the American dream,” explains Bill Koontz, public information officer for the Disaster Field Operations Center-West.

After the flood, Ember continued to
The SBA, the Federal Emergency Management Agency and other organizations work together to provide assistance to those affected by a disaster. Once immediate safety and security needs are met, the SBA helps get you and your community back to where you were before the disaster. The SBA provides loans to businesses of all sizes, nonprofits, homeowners and renters to cover rebuilding costs not covered by insurance or other forms of assistance.

Small businesses and nonprofits are also eligible to apply for economic injury losses, even if they suffered no physical damages. These direct loans come with low-interest rates and long terms. Property owners can also secure additional SBA funds to help protect their business or home against a disaster. Visit sba.gov/disaster.

The President & the SBA Administrator Can Declare a Disaster

Who to contact 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 agency cannot help you with a loan for all your needs, the SBA will, in most cases, refer you back to FEMA.

Who to contact after a disaster is declared by the SBA

Contact the SBA directly to apply for a disaster loan. Businesses of all sizes, nonprofits, homeowners and renters are eligible to apply:

- Online at https://disasterloan.sba.gov/ela/
- Visit a federal/state Disaster Recovery Center in your area
- Call our customer service center at (800) 659-2955 (TTY: 800-877-8339) and ask for an application package to be mailed to you

FEMA grant assistance for homeowners or renters is not available under an SBA declaration.

Information needed to get started:
- Address of damaged residence or business and contact info
- Insurance information, including type of insurance, policy numbers, amount received
- Household and/or business income
- Routing and bank account numbers
- Description of disaster-caused damage and losses
How an SBA Disaster Loan Works

The SBA provides loans to businesses of all sizes, nonprofits, homeowners and renters to cover rebuilding costs not covered by insurance or other forms of assistance.

Verification & Processing
An SBA loss verifier will estimate the total loss to your property damaged by the disaster.
- A loan officer determines your creditworthiness and eligibility after reviewing any insurance or other recovery funds. The SBA can approve and disburse a loan while your insurance recovery is pending. You will be advised in writing of all loan decisions.
- Terms may go up to 30 years. The SBA sets terms based on each borrower’s ability to repay, no early payoff fees or penalties.
- Rates are low, based on the type of loan and if you have credit available elsewhere.

For Physical Damages
A business of any size and any nonprofit may borrow up to $2 million to repair or replace damaged or destroyed real estate, machinery and equipment, inventory, and other business assets.
- A homeowner may borrow up to $200,000 to repair/replace primary residence damage.
- A homeowner or renter may borrow up to $40,000 to repair/replace damage to personal property, including vehicle losses.

For Economic Injury
The SBA also offers Economic Injury Disaster Loans for up to $2 million to help meet working capital needs caused by a disaster.
- Who are eligible: small businesses, small agricultural cooperatives, small businesses engaged in aquaculture, and most nonprofits.
- Economic injury assistance is available regardless of whether the business suffered any property damage.

Closing & Funds Disbursement
Approval decision and disbursement of loan funds is dependent on receipt of your documentation.
- Be sure to sign your closing documents. This can be done by mail or with an SBA representative at a closing center if one is open in your area.
- The SBA disburses loan funds as recovery work is completed, items are replaced, and/or as funds are needed. The SBA will typically make an initial disbursement of up to $25,000, if all requirements are met, within five days of receiving your signed loan closing documents. Your case manager will schedule subsequent disbursements of the full loan amount. Your case manager will work with you to help you meet all loan conditions. Your loan may be adjusted after closing according to your changing circumstances, such as unexpected repair costs or additional insurance proceeds.

Keep in mind
An SBA disaster 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. Be sure to check with other organizations 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 loan.
How to Prepare Your Business for an Emergency

The financial cost of rebuilding a business after a disaster can be overwhelming. However, with a business continuity plan in place, you will be able to rebound and reopen quickly. You’ll be in a better position to contribute to the economic recovery of your community. **First steps include:**

**Establish a protocol to communicate with employees** outside of the office to ensure they and their families are safe. Test the procedures regularly.

**Keep your plan and all related documents in a digital format** or in an accessible, protected, off-site location.

**Review your 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 after a disaster.

**Establish a solid supply chain**
If your vital vendors and suppliers are local and the disaster is widespread, you will all be in the same situation—struggling to recover.
- Set yourself up to be able to get key supplies from companies outside your area, if possible.
- Create a contact list for important contractors and vendors you plan to use in an emergency
- Make sure you know your suppliers’ recovery plans.

**Plan for an alternate location**
- Do some research in advance of the disaster for several alternative places to relocate your company in case a disaster forces you to close your business for an extended time.
- Contact a local real estate agent to get a list of available office space. You could make an agreement with a neighboring business to share office space. You could also make plans for employees to telecommute until your office reopens.

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.
Surety Bonds

Surety bonds help small businesses win construction, supply, and service contracts by providing the customer with a guarantee the work will be completed. 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. Eligible small businesses can receive the bonding assistance necessary to compete for contracting and subcontracting jobs using the Surety Bond Guarantee Program. This program is aimed at small businesses that lack the financial resources or performance track record necessary to secure bonding through regular commercial channels.

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
- **Subcontract trades** with a desire to establish their own bonding as a prime contractor
- **Those wishing to increase** their current bonding limits

### 1. Surety bonds are requested

Some contracts require that the business doing the work be properly bonded.

### 2. Surety partners with business

Authorized surety companies provide surety bonds to businesses that meet their qualifications.

### 3. The SBA guarantees

The SBA guarantees surety bonds for private surety companies, so more small businesses can qualify.

### 4. Small businesses benefit

Small businesses get SBA-guaranteed surety bonds so they can get to work.
## For Public and Private Prime Contracts and all Subcontracts

**The SBA guarantees:** bid, payment, performance, and ancillary bonds issued by surety companies

**Cost of contract:** up to $6.5 million

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

## For Federal Contracts

**The SBA guarantees:** bid, payment, performance, and ancillary bonds issued by surety companies— if a guarantee would be in the best interest of the government

**Cost of contract:** up to $10 million

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

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### SBA’s QuickApp Program

Typically, small businesses provide financial statements and other documentation when applying for surety bond guarantees. This process is streamlined under the SBA’s QuickApp program, which is for contracts below $400,000. The streamlined application reduces the normal paperwork to a simple two-page application, and the small business does not need to file any financials with the SBA.

The SBA partners with 31 surety companies and hundreds of bonding agents. Online applications submitted through SBA authorized agents are approved in less than two days for regular applications and within hours for QuickApps. Find authorized agents at [sba.gov/osg](http://sba.gov/osg).

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### Questions?

Do you want to discuss the advantages of the SBA’s Surety Bond Guarantee Program or need to locate an SBA authorized agent? Contact a bonding specialist:

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

- **Kevin Valdes**
  Seattle, Wash.
  (206) 553-7277

- **Jennifer C. Bledsoe**
  Washington, DC
  (202) 205-6153
My Next Career Path

This small business has made it their business to provide quality staffing in the federal arena.

written by Nikki Bowman

Renee Boyce, president and CEO of My Next Career Path Staffing, LLC, knows firsthand the challenges of small business ownership. “Some of the biggest challenges are getting capital and financing to allow us to grow,” he says. “Sometimes it is hard to get a seat at the table. As a small business, we just need a fair opportunity to bid on contracts.”

Founded in 2014 in Las Vegas, Nevada, My Next Career Path Staffing (MNCP Staffing) is a consulting and staffing firm that provides resources to private businesses, public sector firms, and local, state, and federal government agencies nationwide. The company offers temporary and permanent recruitment or recruitment by project in the fields of information technology; engineering; medical, clinical, and professional services; and sales and marketing, and it is known for its IT solutions. The company is a certified 8(a), Minority Business Enterprise, Disadvantaged Business Enterprise (DBE), and Emerging Small Business in Nevada as well as a certified DBE in Arizona, California, Maryland, Oregon, Texas, and Utah.

“My Next Career Path saves companies time and money,” Boyce says. “Companies often receive hundreds of resumes in response to job ads, and it’s time-consuming to go through them. Reviewing resumes to locate the best candidates is another full-time job. We save time by honing in on the best matches for the firm.”

All business owners know that making a bad hire is expensive. Not only do you spend time and money training someone who isn’t a fit for the job, but then you have to start another candidate search, My Next Career Path prides itself in locating the candidates who are a great match from the start.

In 2017, Boyce was chosen as the SBA Nevada District Office Minority-owned Business of the Year. “The SBA has helped me grow my business by being a useful resource and providing guidance on working in the federal space,” says Boyce. My Next Career Path became a government contractor in 2016 and now reports more than 60 percent of the company’s business is in the federal arena.

The SBA is a resource for small businesses that are interested in working with the government. Boyce says, “It takes time and patience to work in the federal space. It’s certainly not for every business. But by establishing and
How to do business with the government

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

2. Search the FedBizOpps database (fbo.gov) or web.sba.gov/subnet 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, or see pages 16-19, to find your local office.

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


6. See if you’re eligible for a contracting program and start the certification process. All required documents must be uploaded to certify.sba.gov before submitting an offer on a contract set aside for a specific program.

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

“The SBA has helped me grow my business by being a useful resource and providing guidance on working in the federal space.”

Renee Boyce, MNCP Staffing president and CEO
SBA Contracting Programs

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

The federal government sets aside contracts for small business, and these contracting programs are designed to help you compete for and win federal contracts. Visit SBA.gov/contracting to learn more about set-asides and whether one or more of these government contracting programs is right for your business.

All Small Mentor-Protege Program
Looking for an opportunity to partner with a more experienced firm for mentorship? You may find that effort 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.

• You must be certified as a small business within your NAICS industry classification and have experience in that field.

• Mentors and proteges must be organized for profit or as an agricultural cooperative.

• Mentors cannot own more than 40 percent equity in the protege’s business.

• An SBA determination of affiliation must not exist between the mentor and the protege. All Small-approved partnerships receive an exclusion of affiliation for contracting purposes.

8(a) Business Development Program
If you’re an entrepreneur who is socially and economically disadvantaged, you could get business training and government contracting assistance through the 8(a) Business Development Program, sba.gov/8a. The program includes free business development education, training workshops, and match-making opportunities with federal buyers. Firms owned by Alaska Native Corporations, American 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 meet the following criteria:

• Qualify as a small business which is unconditionally owned and controlled by one or more socially and economically disadvantaged people of good character.
• Be controlled by a U.S. citizen who lives in the United States

• Demonstrate current capacity and potential for success

Socially disadvantaged: those who have been 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 of people are assumed to be socially disadvantaged: 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 they have suffered disadvantage.

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

The benefits:

• 8(a) businesses are assigned an SBA professional to help coordinate your 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.

What is an 8(a) sole-source contract?
A direct awarding of a contract to an 8(a) small business that can provide the needed services.

HUBZone
Businesses located in Historically Underutilized Business Zones, also called HUBZones, sba.gov/hubzone, must be certified to gain special access to federal contracts. To qualify for the program, a small business must:

• Be at least 51 percent owned and controlled by a U.S. citizen(s), a Community Development Corporation, an agricultural cooperative, or an Indian tribe.

• Be located within a HUBZone, which includes Indian reservations and military facilities closed by the Base Realignment and Closure Act. Enter your address in our interactive map to see if your business is located in a HUBZone, https://maps.certify.sba.gov/hubzone/map.

• Have at least 35 percent of your employees residing in a HUBZone.

For Service-Disabled Veterans:
If you’re a service-disabled veteran looking to enter the federal marketplace, you may be eligible for this small business certification.

To determine your eligibility, contact a veterans’ business development officer at your local SBA office, or the SBA’s Office of Veterans Business Development at sba.gov/ovbd.

After you have set up to do business with the government in sam.gov, update your status as a service-disabled veteran business.

Keep in mind
The SBA does not officially certify this designation, so when a contract awarded based on this eligibility is protested, the SBA will determine if your business meets the eligibility status, ownership and control requirements.

Hops and Scotch owners David Ng and Darren Tow grew their business in Brookline, Massachusetts with the help of an SBA-guaranteed loan.
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.
8 Tips for Finding Government Contracting Opportunities

Small businesses can benefit from government contracting opportunities.

Despite recent budget cuts, the U.S. federal marketplace remains a lucrative opportunity for small businesses. The federal government typically spends approximately $500 billion in contracts every year and the law requires that 23 percent of these dollars be awarded to small businesses.

But doing business with the largest purchaser of goods and services in the world isn’t easy. One of the biggest challenges that small businesses face is uncovering the right opportunities—ones that match their capabilities and growth plans.

Here are eight tips and resources to help you find government contract opportunities that make sense for your small business.

1. **Familiarize yourself with the rules.** Before a contract opportunity comes along that excites you, be prepared. Familiarize yourself with what’s involved with selling to the federal government. It’s quite different to the private sector with much longer lead times and strict bidding and product requirements.

2. **Understand what the government is buying.** Now it’s time to get strategic. Every agency and department has unique goals. Identifying these can help you target a niche or opportunity for your products or services.

   The good news is that the government offers potential contractors something that no other sector does—an insight into its budgetary priorities.

   What the government intends to buy and how much it has to spend is all in the public domain. These budgets (actually they read more like mission strategy papers than budgets) offer sufficient context for savvy small businesses to identify opportunities and focus their contracting sales and marketing strategy. Each federal agency or department budget is listed on the Office of Management and Budget (OMB) website.

3. **Zero in on agencies that aren’t meeting their small business goals.** Each year the SBA negotiates formal goals with individual agencies to ensure that small businesses get their fair share of federal contracts. For several consecutive years, many agencies have fallen short of their targets. So who made the grade and who didn’t? The Federal Procurement Data System posts scorecards for each agency.
   Could there be an opportunity here for your small business to lend its services and goods to help these agencies hit their targets next year?

4. **Research existing and upcoming opportunities.** Once you’ve identified agency initiatives that align with what your business has to offer, start tracking contract opportunities and solicitations that align with these on sites such as [USAspending.gov](http://USAspending.gov) and [FedBizOpps.gov](http://FedBizOpps.gov). Market intelligence firms like ONVIA or ImmixGroup can also do the work for you (ImmixGroup also has a useful blog that highlights upcoming opportunities as well as contracting tips).

5. **Put boots on the ground.** Make a point of attending agency- or industry-specific government events. These are hosted by the private sector but attract the procurement community, influencers and industry experts. Useful sites to explore for upcoming events include GovWin, GovEvents, and if you’re interested in the lucrative IT government market Digital Government Institute, ACT-IAC and GovMark Council are worth checking out.

6. **Find a partner and advocate in the OSDBU.** Another excellent way of getting in front of government buyers is to take advantage of the Office of Small and Disadvantaged Business Utilization (OSDBU) outreach events and expos. These serve to connect business owners to government buyers. You can view the upcoming event calendar here.

   These events also offer guidance on how small businesses can break into the contracting market and take advantage of programs like the 8(a) Business Development Program—a business development tool, which helps thousands of aspiring entrepreneurs gain a foothold in contracting with financial assistance and teaming opportunities.
Get help from SBA procurement reps. Another vital government resource are SBA’s local Procurement Center Representatives (PCRs). PCRs provide services that include training, counseling and business matchmaking events. Find the PCR in your area.

Don’t go it alone – partner with a government mentor. Anyone embarking on new ventures can benefit from a mentor. The SBA operates a notable mentor-protege program that can help you get access to contracts. The All Small Mentor-Protege Program (page 59) rewards protege small businesses and experienced mentor firms with government contracting opportunities. The program’s objective is to motivate larger companies to lend their knowledge to smaller, less experienced businesses so they can together compete for government contracts.

Additional Resources

For more tips and insights on breaking into and growing your business in the government contracting marketplace, check out these resources:

- **SBA Contracting Guide**: A deep dive into getting started, available resources and more.
  sba.gov/contracting

- **Contracting Blogs**: Learn about the latest resources and programs, and get tips on how to succeed. sba.gov/blogs/contracting

- **SBA Government Contracting Classroom**: Self-paced online courses on all aspects of the contracting process.
  sba.gov/contracting/resources-small-businesses/government-contracting-classroom

**Written by Caron Beesley, Contributor**
Reasons to Love Your Region

To further the mission of helping small businesses succeed, the SBA has regional offices across the country. Here are some fun facts about each region from sba.gov

**Region 1** (Connecticut, Massachusetts, Maine, New Hampshire, Rhode Island, Vermont) New Hampshire was home to the first ski club in the United States. As of 2014, Region 1 had the highest number of small business skiing facilities per square mile in the country, and all six region 1 states had skiing facilities.

**Region 2** (New York, New Jersey, Puerto Rico, Virgin Islands) Small businesses are of key importance to Puerto Rico’s economy. Four out of five Puerto Rican workers are employed at small businesses, as compared to 48% for the United States as a whole.

**Region 3** (District of Columbia, Delaware, Maryland, Pennsylvania, Virginia, West Virginia) Washington, D.C., and Maryland rank 1 and 3 respectively for the number of businesses owned by women. These two states and the district are in the top 10 for the amount of sales and employment from women-owned businesses.

**Region 4** (Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee) Region 4 is a center of minority-owned businesses. 23% of all minority-owned businesses are located in region 4, making it the second in the nation. This includes over 35% of all African American-owned businesses, the highest compared to any other region.

**Region 5** (Illinois, Indiana, Michigan, Minnesota, Ohio, Wisconsin) Region 5 has an active veteran business community. It ranks second in terms of the number of veteran-owned businesses, with Ohio and Illinois in the top 10 states.

**Region 6** (Arkansas, Louisiana, New Mexico, Oklahoma, Texas) Region 6 leads the nation in long-term GDP growth (2009–2016) with 22% over the seven-year period. Texas and Oklahoma experienced the largest growth in the region with 28% and 22% respectively.

**Region 7** (Iowa, Kansas, Missouri, Nebraska) Region 7 has a booming small health care industry. The region has the most hospitals, general health care, and social assistance small businesses per capita than any other region.

**Region 8** (Colorado, Montana, North Dakota, South Dakota, Utah, Wyoming) Region 8 is a great place for crafty entrepreneurs. Montana ranks first in the nation in the number of small breweries per capita; Colorado is third, and the region as a whole ranks second.

**Region 9** (Arizona, California, Hawaii, Nevada, Guam) Region 9 is a diversity hub. Its 1.9 million minority-owned businesses amount to 24% of all U.S. minority owned businesses, placing it first in the United States in this category. Hawaii tops the country in diversity: 64% of Hawaiian businesses are minority-owned.

**Region 10** (Alaska, Idaho, Oregon, Washington) Region 10 leads the country in coastline, fishing, and seafood exports. The region’s maritime endowment is led by Alaska, whose 6,640-mile-long coast is longer than those of the other 49 states combined. The region has the most small fishing operations of any region, and three of its ports—Portland, Seattle, and Anchorage—account for 67% of America’s fish exports.
HELPING SMALL BUSINESSES SUCCEED
PROVIDING COUNSELING AND TRAINING TO AMERICA’S SMALL BUSINESSES

SCORE’s mentors, comprised of active and retired business men and women, provide clients with free and confidential business counseling. Counseling can be conducted at the client’s place of business, at our chapter headquarters, by telephone or via email.

DES MOINES
www.desmoines.score.org

DUBUQUE
www.dubuquearea.score.org

EAST CENTRAL IOWA
www.scorecr.org

MUSCATINE SCORE
www.muscatine.score.org

SOUTH CENTRAL
www.southcentraliowa.score.org

WESTERN IOWA
www.westerniowa.score.org

QUAD CITIES
www.quadcities.score.org

SCORE
FOR THE LIFE OF YOUR BUSINESS
www.score.org
Customized business insurance for more peace of mind

As a small business owner, you know firsthand that each day can bring its challenges. With over 30 coverage options for customized insurance, we can build a policy that’s tailored for your business—from a full line of Commercial Auto insurance to General Liability, Workers’ Compensation, Business Owners policies, and more. Because when your unique business needs are covered, you can focus on what matters most—running your business.

ProgressiveCommercial.com

Progressive Casualty Ins. Co. & affiliates. Business and Workers’ Compensation coverage provided and serviced by affiliated and third-party insurers.