WE HAVE THE RESOURCES AND TOOLS TO BUILD YOUR BUSINESS.

People's United Bank has been serving businesses with the expertise and tailored advice that matters for over 175 years.

Building Relationships that Last
Clients and their businesses are at the center of everything we do. Our local market presence combined with robust and competitive products and capabilities deliver deep and long-lasting relationships and tailored advice that addresses your business’ unique goals and priorities.

Talk to an SBA Preferred Lender that’s ready with the tools you need.
- Treasury management services, including Online banking and remote deposit capture
- Credit lines, term and SBA guaranteed loans
- Merchant card processing
- Payroll processing
- Business insurance
- Retirement plans

Competitive Rates
We value our clients and take a relationship-based approach while offering highly competitive rates on a wide variety of products and services.

We welcome the opportunity to talk to you about how your business could benefit from our relationship-based approach and share insightful information about your industry.

Let’s discuss your business needs.

☎ 800-810-9761
✉ peoples.com

Our Clients Agree
We have been honored to receive 42 awards since 2009 for customer satisfaction

1Application and credit approval required. 2People’s United Merchant Services, LLC (PUMS) is a joint venture of People’s United Bank, N.A. and Vantiv, LLC. PUMS is an indirect subsidiary of People’s United Bank. Vantiv and People’s United Bank are not affiliated companies. All merchants are subject to credit approval. 3People’s United Bank, N.A. has a compensated referral relationship with Sage for the purpose of providing payroll services to our business customers. Sage and People’s United Bank are not affiliated companies.

©People’s United Bank, N.A. | Member FDIC | Equal Housing Lender

4Insurance products are not deposits or other obligations of, or guaranteed by the bank or any affiliate of the bank; are not insured by the FDIC or any other government agency or by the bank and may involve risk, including possible loss of principal.

5Investment products and assets held in a fiduciary account are not deposits or other obligations of, are not guaranteed by People’s United Bank, N.A., are not insured by the FDIC, by any other government agency or by People’s United Bank, or any of its affiliates and may lose value.

*Greenwich Associates is the leading provider of global market intelligence and advisory services to the financial services industry.
## Local Business Assistance

### National Success Story
- **8 National Success Story**
  - Hometown Trolley has found success through determination, creativity, and a little help from friends at the U.S. Small Business Administration.

### Local SBA Resource Partners

### Your Advocates

### How to Start a Business

### Local Success Story
- **18 Local Success Story**
  - Jake Reder cofounded Celdara Medical, LLC in 2008, and has assembled a team of highly regarded and skilled scientists who give hope and health to patients by transforming academic innovations into medicines that aim to cure the world’s most challenging diseases.

### Write your Business Plan

### Programs for Veterans

### Programs for Entrepreneurs

### Programs for Native Americans

## Funding Programs

### National Success Story
- **26 National Success Story**
  - An SBA loan guarantee helps Hawaii entrepreneurs hop up their brewing operation.

### Local Funding Programs

### Need Financing?

### Federal Research & Development

### Why Export?

### Investment Capital

### National Success Story
- **36 National Success Story**
  - Ember Industries receives SBA’s 2017 Phoenix Award For Outstanding Disaster Recovery Efforts.

### SBA Disaster Loans

### How to Prepare Your Business for an Emergency

### Surety Bonds

## Contracting

### National Success Story
- **42 National Success Story**
  - This small business has made it their business to provide quality staffing in the federal arena.

### SBA Contracting Programs

### Woman-Owned Small Business certification

### 8 Tips for Finding Government Contracting Opportunities

---

**ON THE COVER** Clockwise from top: Nahusa, by Seth Dewey on Unsplash; Hunter Cattle, Brooklet, Georgia, courtesy of the SBA; Enfield, by Paula Beal; Jake Reder, Ph.D., of Celdara Medical, courtesy of Jake Reder; 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
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.
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.
Construction companies are often required to have a surety bond for bidding jobs. If they win the bid, they are then required to put up performance and payment bonds, as insurance for the customer, in case the company becomes unable to complete the construction contract. Therefore, the ability to establish and grow bonding capacity becomes a major determinant of these firms’ overall ability to grow. Through its Surety Bond Guaranty Program, the SBA guarantees bid, performance and payment bonds issued by participating surety companies to smaller contractors who cannot obtain such bonds through the traditional market.

For small businesses engaged in scientific research and development (R&D), there are the Small Business Innovation Research (SBIR) and the Small Business Technology Transfer (STTR) programs. These programs offer startup and development grants to small businesses working on projects meeting the R&D objectives of participating federal agencies and have high potential for commercialization. The SBA oversees these programs by coordinating with the participating agencies and reporting the outcomes to Congress.

Do you sell a product or service that federal or state government agencies might purchase? In most cases, the answer is yes, and we can help you learn to navigate the world of government contracting. Do you have a potential client base overseas? For many businesses, that answer is also yes, and we can connect you with a broad network of export-readiness resources.

As you proceed with your business plans, at whatever stage, remember that we are here to assist you along the way. Please feel free to contact our office in Concord at 603-225-1400 if you have any questions or concerns.

Sincerely,

Greta Johansson
New Hampshire District Director
Kirstina 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, theme parks, and retirement villages.
“It’s an iconic American form of transportation,” Pence-Dunow 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.’”

SBA Resource Partners

To help your business flourish, the SBA’s Resource Partners are here to help guide you through every phase of the business cycle. They provide counseling and training, for free or low cost, nationwide. These independent organizations, funded through SBA cooperative agreements or grants, extend our reach.

There are more than

300 SCORE chapters
980 Small Business Development Centers
100 Women’s Business Centers
20 Veterans Business Outreach Centers

SCORE

Join the ranks of other business owners who have experienced higher revenues and increased growth thanks to mentoring they received from SCORE. The nation’s largest network of volunteer business mentors harnesses the passion and knowledge of real-world business executives to provide invaluable mentorship. SCORE mentors are available as often as you need, in person, via email or over video chat. Visit sba.gov/score to start working on your business goals.

SMALL BUSINESS DEVELOPMENT CENTERS

Small Business Development Center counselors can help entrepreneurs realize their dream of business ownership. SBDC counselors help your business remain competitive in an ever-changing global economy. You have access to free one-on-one counseling and low-cost training. Some of the counseling and training topics available: marketing, regulatory compliance, technology development and international trade. Find your local Small Business Development Center at sba.gov/sbdc.

WOMEN’S BUSINESS CENTERS

Women interested in starting their small businesses can tap into a national network of community-based Women’s Business Centers. The centers offer training and counseling to those looking to make their entrepreneurial mark. If you’re interested in starting or expanding your business, your local Women’s Business Center is a good place to start. Each center tailors services to its community, offering a variety of programs in finance, management and marketing. For your nearest Women’s Business Center, visit sba.gov/women.

VETERANS BUSINESS OUTREACH CENTERS

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

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

SCORE

Visit sba.gov/score to start working on your business goals.

Lakes Region Chapter #172
383 S. Main St., Laconia, NH 03246
(603) 524-0137, casemanager.0172@scorevolunteer.org
lakesregion.score.org

Merrimack Valley Chapter #199
Norris Cotton Federal Building
275 Chestnut St., Manchester, NH 03101
(603) 666-7561, Info199@scorevolunteer.org
merrimackvalley.score.org
Branch Location: Nashua, NH
(603) 666-7561

Monadnock Chapter #379
34 Mechanic St., Keene, NH 03431
(603) 352-0320, info.monadnock@scorevolunteer.org
monadnock.score.org

Mt. Washington Valley #641
53 Technology Lane, suite 101, Conway, NH 03818
(603) 447-4388, score641@gmail.com
mtwashngton.score.org

Seacoast Chapter #185
215 Commerce Way, suite 420, Portsmouth, NH 03801
(603) 433-0575, info@scorehelp.org
seacoast.score.org

Upper Valley Chapter #184
Citizens Bank Building, 20 West Park St., room 316
Lebanon, NH 03766
(603) 448-3491, score@valley.net
uppervalley.score.org
Small Business Development Centers

State Director’s Office
Jason Cannon, assistant state director
Peter T. Paul College of Business and Economics, University of New Hampshire
10 Garrison Ave., suite 201, Durham, NH 03824
(603) 862-862-2200, nhsbdc.org

Heidi Edwards Dunn, director of education & external relations
Manchester Community College
1066 Front St., Manchester, NH 03102
(603)206-8201, h.edwardsdunn@unh.edu

Seacoast Regional Office
Warren Daniel, regional director
warren.daniel@unh.edu
David Boynton, business adviser
david.boynton@unh.edu
Honore LaFlamme, program support
honore.laflamme@unh.edu
1 Washington St., suite 4015, Dover, NH 03820
(603) 842-8341

Manchester/Concord Regional Office
Andrea O’Brien, regional director business sustainability program
andrea.obrien@unh.edu
Julie Glosner, Pathway to Work business adviser
julie.glosner@unh.edu
Amy Rodman, business adviser
amy.rodman@unh.edu
UNH Manchester
88 Commercial St. , Manchester, NH 03101
(603) 641-4370

Keene Regional Office
Nancy DuBosque, regional director
nancy.dubosque@keene.edu
Melanie Patterson, business adviser
melanie.patterson@keene.edu
Keene State College – Blake House
Keene, NH 03435, (603) 358-2602

North Country Regional Office
Stewart Gates, business adviser
stewart.gates@unh.edu
Serving Littleton, Berlin, Lincoln, Lincoln and Colebrook
(603) 342-3174

Grafton/Belknap County Regional Office
Scott Stephens, business adviser
scott.stephens@unh.edu
Enterprise Center
1 Bridge St., Plymouth, NH 03264
(603) 254-6809
382 S. Main St., Laconia, NH 03246
(603) 397-8404

Nashua Regional Office
Hollis McGuire, regional director
hollis.mcguire@unh.edu
Amy Rodman, business adviser
amy.rodman@unh.edu
Dan Brown, program support
daniel.brown@unh.edu
Nashua Community College
505 Amherst St., room 214, Nashua, NH 03062, (603) 397-8100

Women’s Business Centers
For your nearest Women’s Business Center, visit sba.gov/women.

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

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

Veterans Business Outreach Center of New England
Brain LaFauci, project director
blafauci@cweonline.org
info.vboc@cweonline.org
132 George M. Cohan Blvd., Providence, RI 02903, (401) 427-6536
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.
How to Start a Business in New Hampshire

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.

New Hampshire Economic Development
New Hampshire’s economic climate motivates entrepreneurs to start and grow new businesses in the Granite State. Companies and manufacturers operating in New Hampshire also have access to services offered by the Division of Economic Development, including:

» Business and technical assistance for manufacturers
» Grant assistance for recruiting and training employees
» Subsidized technical assistance from the University of New Hampshire and Dartmouth College

» Technical assistance to New Hampshire companies interested in procuring federal and state contracts
» Permit assistance
» Customized reports and personal tours of available industrial and office real estate
» Prompt responses to questions related to state government
» Site selection
» Assistance with employee retention/layoff aversion

Go to choosenh.com for a comprehensive look at available commercial and industrial properties, as well as the data you need as you consider New Hampshire for location.
or expansion. The Division of Economic Development provides assistance to help you obtain permits necessary to establish or grow your business here.
Senior Business Development Managers

Michael Bergeron  
State of New Hampshire  
michael.bergeron@livefree.nh.gov

Cindy Harrington  
cynthia.harrington@livefree.nh.gov
Department of Business and Economic Affairs
172 Pembroke Road, Concord, NH 03301  
(603) 271-2591

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.

Business License
New Hampshire Employment Security  
nhes.nh.gov/elmi/products/licertoccc/

» Economic and Labor Market Information Bureau  
45 S. Fruit St.  
Concord, NH 03301  
General information (603) 228-4124  
elmi@nhes.nh.gov

» New Hampshire Department of Environmental Services  
des.nh.gov/index.htm  
Zoning Laws and Land Use Controls  
29 Hazen Drive  
Concord, NH 03301  
(603)271-3503

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. The secretary of state supports California businesses by registering and authenticating business entities and trademarks, enabling secured creditors to protect their financial interests.

State of New Hampshire Secretary of State Corporate Division  
25 Capitol St.  
State House Annex, room 317  
Concord, NH 03301  
(603) 271 – 3244 or (603)271-3246  
corporate@sos.nh.gov

NH QuickStart to Register Your Business and File your Annual Report Online:  
quickstart.sos.nh.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
When calling to schedule an appointment, customer service representatives are available Monday through Friday, 7 a.m. to 7 p.m. Many offices are located in Federal
Office Buildings. These buildings may not allow visitors to bring in cell phones with camera capabilities. Multilingual assistance is available in every office through telephone interpreters. Hours of operation are subject to change.

» Manchester IRS Tax Assistance Centers
1000 Elm St., ninth floor, Manchester, NH
8:30 a.m.-4:30 p.m. Closed 1-2 p.m.
To make an appointment call (844) 545-5640
irs.gov/help/services-provided-six

» Nashua IRS Tax Assistance Centers
410 Amherst St., Nashua, NH 03063
8:30 a.m.-4:30 p.m., closed 1-2 p.m.
To make an appointment call (844) 545-5640
irs.gov/help/services-provided-six

» Portsmouth IRS Tax Assistance Centers
80 Daniel St., Portsmouth, NH
8:30 a.m.-4:30 p.m.
To make an appointment call (844)545-5640
irs.gov/help/services-provided-six

State Taxes
Questions on New Hampshire state taxes such as rooms and meals tax, business enterprise tax and business profits tax should be directed to the New Hampshire Department of Revenue. Anyone in business whose gross income exceeds $50,000 must file. There is a great deal of information available at the above listed website. For more information and to file, contact the:

» New Hampshire Department of Revenue
109 Pleasant St.
Concord, NH 03302-0457
(603) 230-5000
revenue.nh.gov

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.

E-Verify: 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 a selection of information bulletins and live assistance through the Employer Hotline. For forms call (800) 870-3676, for the employer hotline call (800) 357-2099.

E-Verify is operated by the Department of Homeland Security in partnership with the Social Security Administration. It’s the quickest way for employers to determine the employment eligibility of new hires. It is a secure system that electronically verifies the Social Security number and employment eligibility information reported on Form I-9. Visit dhs.gov/e-verify or call (888) 464-4218 or e-mail e-verify@dhs.gov.
### Department of Labor

The U.S. Department of Labor Promotes and develops the welfare of the wage earners, job seekers, and retirees of the United States; improving working conditions; advancing opportunities for profitable employment; assuring work-related benefits and rights, dol.gov.

- **Federal Department of Labor**
  - Community Outreach & Resource Planning Specialist
  - US Department of Labor
  - Wage and Hour Division
  - 1155 Elm St., suite 501
  - Manchester, NH 03101
  - (603) 606-3125 (phone & fax)
  - mckinney.steven@dol.gov

The New Hampshire Department of Labor helps employers and insurance carriers to operate successfully within New Hampshire’s labor laws. We encourage a successful, fair, and safe workplace throughout the Granite State. Their mission is to serve and protect the interests and dignity of New Hampshire Workforce.

- **New Hampshire Department of Labor**
  - 95 Pleasant St., Concord, NH 03301
  - (603) 271-3176

### Health & Safety Regulations

All businesses with employees are required to comply with state and federal regulations regarding the protection of employees. The Occupational Safety and Health Administration provide information on the specific health and safety standards adopted by the U.S. Department of Labor. Call (800) 321-6742 or visit osha.gov.

- **Federal Occupational Safety & Health Administration Department of Labor**
  - 200 Constitution Ave. N.W.
  - Washington, DC 20210
  - (800) 321-6742

- **Occupational Safety and Health Administration**
  - 53 Pleasant St., suite 3901
  - Concord, NH 03301
  - (603) 225-1629
  - osha.gov

- **New Hampshire Environmental Services**
  - 29 Hazen Drive, Concord, NH 03301
  - (603) 271-3503, des.nh.gov

### Employee Insurance

If you hire employees you may be required to provide unemployment or workers’ compensation insurance. Compare plans in your area at healthcare.gov.

- **New Hampshire Insurance Department**
  - 21 South Fruit St., suite 14
  - Concord, NH 03301
  - requests@ins.nh.gov
  - 8 a.m.-4:30 p.m. Monday-Friday
  - (603) 271-2261
  - consumeservices@ins.nh.gov
  - nh.gov/insurance/index.htm

### Disability Compliance

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

### Child Support Enforcement

Employers play an important role in the enforcement process whenever employees are required to pay child support. As valuable, essential partners with the program, employers account for about 75 percent of child and medical support collections enforced through payroll deductions. “A Guide to an Employer’s Role in the Child Support Program” for employers and income withholders is available at acf.hhs.gov/programs/css/resource/a-guide-to-an-employers-role-in-the-child-support-program. Email questions to employerservices@acf.hhs.gov.

### Patents & Trademarks

A patent is the grant of a property right to the inventor by the U.S. Patent and Trademark Office, (800) 786-9199, or visit uspto.gov. It provides the owner with the right to exclude others from making, using, offering for sale or selling the patented item in the United States. Trademarks or service marks are words, phrases, symbols, designs or combinations that identify and distinguish the source of goods. Trademarks may be registered at both the state and federal level. Trademarks and service marks may be registered in a state, but federally registered trademarks may conflict with and supersede state registered business and product names.

### State registration of a trademark

- **Secretary of State’s Office Trademark Division**
  - (603) 271-3244 or (603) 271-3246
  - Caution: Federally registered trademarks may conflict with and supersede state registered business and product names

### 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 things are expressed. Contact the U.S. Copyright Office at (202) 707-3000 or toll free (877) 476-0778, copyright.gov

### Chambers of Commerce

Visit nh.gov/getting-around-nh/travel-resources/chambers-of-commerce to find your local chamber of commerce.

### State Economic Development

- The Division of Economic Development provides assistance to help you obtain permits necessary to establish or grow your business in New Hampshire. Visit nheconomy.com.

### New Hampshire Municipal Association

The NHMA is a nonprofit association working to strengthen New Hampshire cities and towns. Visit nhmunicipal.org
Jake Reder, Celdara Medical cofounder, assembled a team of skilled scientists to take academic research through to medical practice—improving health and giving hope to patients. Under Jake's leadership and direction, Celdara Medical has collaborated with 200 academic institutions across the nation to review academic research and determine if the science can be reactivated for commercialization. Celdara provides value to patients, as well as the academic institution, when a product is taken to clinical trials and then commercial production. In eight years, Celdara Medical has grown to 27 employees in Lebanon, N.H., New York, N.Y., and the District of Columbia. The company secured funding through the SBA’s Small Business Innovation Research program for several of its projects. In 2015 the firm was recognized for its pioneering work in medical science as one of 23 firms in the nation selected to receive the SBIR program’s annual Tibbetts Award.

Celdara Medical continues to navigate the path from science to medicine, accelerating innovation to improve human health. Jake was assisted by the Upper Valley NH Chapter of SCORE. He took classes through SCORE to help augment his bookkeeping and marketing skills.

- **How has the SBA helped you grow your business?** The SBA has many programs for entrepreneurs, but for us, and for many in the fields of science, medicine, and technology, the biggest help is the Small Business Innovation Research and the Small Business Technology Transfer programs, which the SBA coordinates. This program is unique in the world. SBIR.gov provides competitive grants to advance innovations that will help the country, patients, and the economy. Celdara Medical is a grateful beneficiary of SBIR funding, without which, we simply wouldn’t be the business we are today. One other SBA initiative I’d like to mention that amazed me early on in my career is SCORE, and SBA Resource Partner. When I first moved to the United States, I met with a SCORE counselor. He was a retired Wall Street executive; he was very sharp and helpful. He could’ve easily charged (though I couldn’t have paid!) $500 an hour for his time as a consultant, but the SBA gave him a channel to volunteer his time. For me—one someone just coming out of school—this was a chance to trade ideas with someone at the top of the game. I’ll never forget our first meeting and the impression it gave me of America’s support for entrepreneurship.

- **What are the biggest challenges you face as a small business owner?** Time and money. Ten years ago, I would’ve said, “Money and time.” As we’ve grown, the opportunities have gotten bigger and more impactful, but ultimately, the decisions we make about how to spend our time and money define what we can—and don’t—accomplish.

- **What advice do you have for other small business owners?** That’s a tough one; every business is different, every sector is different, every executive is different. There are a lot of (valuable!) generalisms, truisms, and cliches, but you don’t need to hear those from me. One thing I’ve learned for myself is that there is always a standard way of doing things, and a new way of doing things, and neither is to be preferred (e.g. how many “disruptors” don’t use spreadsheets?). The right way of doing things is sometimes standard, and sometimes new, and it takes objective analysis, and sometimes trial-and-error, to figure out which is which.

- **Have you continued to utilize your local SBA district office? If so, how?** The local SBA office (Hi Greta!) is a great resource. I think of them as a node in our entrepreneurial ecosystem. When I was recently attempting to map out entrepreneurial activities across the state, my local SBA office was one of my first calls. Twenty minutes later, my white board was out of white (Thanks, Greta!). They have a lot of answers, and when they don’t have answers, they know who does.

- **What do you find are the satisfactions of small business ownership?** There are many and most of them are obvious. It’s not all smiles and sunshine, of course, but if I ever find myself not enjoying what I’m doing at the moment, at least I know I did it to myself! On a more serious note, small business ownership will reinforce your ideals—humility, service, gratitude—they’re all there, every day, and they become their own reward.
“Small business ownership will reinforce your ideals—humility, service, gratitude—they’re all there, every day, and they become their own reward.”

Jake Reder, Ph.D.
Cofounder, Director and Chief Executive Officer, Celdara Medical, LLC
Your business plan is the foundation of your business. Learn how to write a business plan quickly and efficiently with a business plan template.

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.

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.
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
- Funding request
- Financial projections
- Appendix
LEARN 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. 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, provide business training and counseling to those interested in starting or growing a small business.

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.

If you are a veteran or a service-disabled veteran, there are many opportunities for you and your small business.

Entrepreneurship training is available through the SBA’s programs for veterans, 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, provide business training and counseling to those interested in starting or growing a small business.

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.

If you are a veteran or a service-disabled veteran, there are many opportunities for you and your small business.

Entrepreneurship training is available through the SBA’s programs for veterans, 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, provide business training and counseling to those interested in starting or growing a small business.

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.
Online Resources for Entrepreneurs

Find short courses and learning tools to start and grow your small business at the [sba.gov](http://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](http://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](http://sba.gov/businesssmart).

---

Programs for Entrepreneurs

SBA’s Emerging Leaders program helps grow businesses.

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](http://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.

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](http://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.
A Good Risk

An SBA loan guarantee helps Hawaii entrepreneurs Garrett Marrero and Melanie Oxley hop up their brewing operation.

When 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

FUNDING PROGRAMS

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 not 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 a complete listing of our participating SBA Lenders, visit sba.gov/nh.

**Participating SBA Lenders**

- **Bangor Savings Bank**
  - (603) 228-1300, bangor.com
- **Bank of America**
  - (877) 249-3473
  - bankofamerica.com/smallbusiness/business-financing
- **Bank of New England**
  - (603) 890-1600
  - bankofnewengland.com
- **Bank of New Hampshire**
  - (603) 524-1212
  - banknh.com/commercial-banking-commercial-banking-team
- **Bar Harbor Bank & Trust**
  - (603) 863-5772, bhbtt.com
- **BDC Capital**
  - (781) 928-1100
  - bdcnewengland.com
- **Bellwether Community Credit Union**
  - (603) 645-8128, bccu.org
- **Citizens Bank**
  - (603) 634-7655
  - citizensbank.com/small-business
- **Claremont Savings Bank**
  - (603) 542-7711
  - claremontsavings.com
- **Digital Federal Credit Union**
  - (800) 328-8797, dcu.org
- **Eastern Bank**
  - (617) 897-1008
  - easternbank.com/business
- **Enterprise Bank & Trust Co.**
  - (877) 671-2265
  - enterprisebanking.com
- **Federal Savings Bank**
  - (603) 742-4680, fsbdover.com
- **Franklin Savings Bank**
  - (603) 934-4445, fsbnn.bank
- **GFA Federal Credit Union**
  - (978) 632-2542, gfafcu.com
- **Granite State Credit Union**
  - (603) 668-2221, gscu.org
- **Kennebunk Savings Bank**
  - (603) 788-4715
  - kennebunksavings.com
- **Ledyard National Bank**
  - (603) 298-9444, ledyardbank.com
- **Lowell Five Cent Savings Bank**
  - (603) 888-5310, lowellfive.com
- **Mascoma Bank**
  - (603) 448-3650, mascomabank.com
- **Members First Credit Union**
  - (603) 622-8781
  - membersfirstnh.org
- **Merrimack Valley Federal Credit Union**
  - mvfcu.com, (800) 356-0067
- **NBT Bank**
  - (603) 623-1433
  - nbttbank.com/business
- **Northeast Bank**
  - (603) 812-8278
  - northeastbank.com
- **Northeast Credit Union**
  - (603) 422-9915, necu.org
- **Northway Bank**
  - (603) 356-8010
  - northwaybank.com
- **Optima Bank & Trust Co.**
  - (603) 433-9600
  - optimabank.com
- **Passumpsic Savings Bank**
  - (603) 788-4715
  - passumpsicbank.com
- **Pentucket Bank**
  - (603) 893-3588
  - pentucketbank.com
- **People’s United Bank**
  - peoples.com/peoples/Main/Small-Business/Financing/Business-Banking-Experts
  - (603) 621-5846
- **Primary Bank**
  - (603) 310-7200
  - primarybanknh.com
- **Profile Bank, FSB**
  - (603) 332-2610, profilebank.com
- **The Provident Bank**
  - (603) 334-1263
  - theprovidentbank.com
- **Radius Bank**
  - (603) 560-4442, radiusbank.com
- **St. Mary’s Bank**
  - (603) 669-4600, stmarysbank.com
- **Salme Co-Operative Bank**
  - (603) 898-2153, salemoopcoop.com
- **Santander Bank, NA**
  - (877) 768-2265
  - santanderbank.com/us/business
- **Savings Bank of Walpole**
  - walpolebank.com
  - (603) 756-4771
- **Service Credit Union**
  - (603) 629-9898, servicecu.org
- **SIS Bank**
  - (603) 430-0042, banksisonline.com
- **Sugar River Bank**
  - (603) 863-3000
  - sugarriverbank.com
- **TD Bank**
  - (603) 433-2880, tdbank.com
- **Triangle Credit Union**
  - (603) 889-2470, trianglecu.org
- **Union Bank**
  - (603) 444-7136, ublocal.com
- **Wells Fargo Bank, NA**
  - (603) 969-8144
  - wells.com/biz
- **Woodsville Guaranty Savings Bank**
  - (603) 747-2735
  - theguarantybank.com

**Participating Certified Development Companies**

- **Bay Colony Development Corp.**
  - 230 Third Ave., Waltham, MA 02451
  - (781) 891-3594
- **BDI New England**
  - 500 Edgewater Dr., suite 555
  - Wakefield, MA 01880
  - (781) 928-1100
- **Cowell’s Community Lenders, Microlenders**
  - 10 Fawcett St., suite 204
  - Cambridge, MA 02138
  - (866) 245-2783
  - accioneast.org
- **Regional Economic Development Center**
  - 57 Main St.
  - Raymond, NH 03077
  - (603) 722-2655
  - redc.com

**Participating Nonprofit Community Lenders, Microlenders**

- **Accion East**
  - 10 Fawcett St., Cambridge, MA 02138
  - (866) 245-2783
  - accioneast.org
- **Northern Community Investment Corp.**
  - 1 Middle St., suite 301
  - Lancaster, NH 03584
  - (603) 788-2700
  - ncic.org
- **Strafford Economic Development Corp.**
  - Cochecho Falls Millworks
  - 100 Main St., suite 3
  - Dover, NH 03820
  - (603) 749-221
  - sedcnh.org
You’ve achieved a lot for your business. Together we can do more.

When you need new insights and a fresh perspective about expanding or innovating, connect with a Business Banker at Bar Harbor Bank & Trust. Your dream plus our expert guidance can propel your business forward.

Partner with us today for the financing you need to reach your next goal.
Call 1-888-853-7100.

Bar Harbor Bank & Trust

www.bhbtt.com • 888-853-7100

Member FDIC • Equal Housing Lender

---

Atlantic Capital
Bank in the right direction

High Tech - High Touch

- National SBA Preferred Lender
- SBA 7a and SBA 504 Loans
- Fixed and Variable Rates
- SBA Franchise and Conventional Franchise Lending

Jeff Roegge
SVP, SBA Division Manager
jeff.roegge@atlcapbank.com
984.220.8238

www.atlanticcapitalbank.com

---

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

Your game plan for success.
For over 20 years, CWE has helped thousands of women start and grow their businesses, with:
- Education & Training
- Consulting Services
- Networking
- Certification
- Supportive community

Visit us at
www.CWEonline.org
to learn more and to register for classes.
Boston, MA
Westborough, MA
Nashua, NH
Providence, RI
Burlington, VT
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

SBA Express 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

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

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
If your product has a potential for commercialization, look into the Small Business Innovation Research program. Many small businesses enter the nation’s research and development arena because of this program. The United States gains your entrepreneurial vision while meeting specific research and development needs.

Each year, federal agencies with large research and development budgets are required to allocate 3.2 percent of it to this program. You could receive funding from one of these 11 participating federal agencies:

- Department of Agriculture
- Department of Commerce - National Institute of Standards and Technology or the 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

The Small Business Technology Transfer Program

The Small Business Technology Transfer program is for entrepreneurs interested in collaborating with one of these agencies for research & development:

- Department of Defense
- Department of Energy
- Department of Health & Human Services
- NASA
- National Science Foundation

Both programs have three phases:

Phase I is to establish the technical merit, feasibility and commercial potential of the proposed project. Awards are often up to $150,000 for one year.

Phase II funding is based on the results achieved in phase I and the scientific, technical merit and commercial potential of the project. Awards are often up to $1 million for two years.

Phase III is for the small business to pursue commercialization. It may involve U.S. government contracts.

Learn about these competitive awards-based programs at sbir.gov.
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.
Investment Capital

Looking for investors? Consider a Small Business Investment Company.

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 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

Surety bonds are requested

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

Surety partners with business

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

The SBA guarantees

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

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—
if a guarantee would be in the best interest of the government

**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—

**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.

---

### 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).

---

### 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:

<table>
<thead>
<tr>
<th>Name</th>
<th>Location</th>
<th>Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tamara E. Murray</td>
<td>Denver, Colo.</td>
<td>(303) 927-3479</td>
</tr>
<tr>
<td>Linda M. Laws</td>
<td>Seattle, Wash.</td>
<td>(206) 553-7317</td>
</tr>
<tr>
<td>Jennifer C. Bledsoe</td>
<td>Washington, DC</td>
<td>(202) 205-6153</td>
</tr>
</tbody>
</table>
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

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

written by Nikki Bowman
“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

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.

“Running a small business can be challenging but it is also very rewarding. Boyce advises other small businesses to use the resources available like PTAC, SBA, and local business chambers. “It is important to build a strong network of relationships,” he points out. “Do not rule out opportunities to subcontract. It will allow you to understand the process and gain experience.”

Boyce has big plans for the future. “My goal is to continue to grow and expand the company globally with even more locations nationwide, while still delivering value-added services to the government and private businesses.”
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.
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 and 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 matching 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 45) 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](http://sba.gov/contracting)
- **Contracting Blogs**: Learn about the latest resources and programs, and get tips on how to succeed. [sba.gov/blogs/contracting](http://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](http://sba.gov/contracting/resources-small-businesses/government-contracting-classroom)

**Written by Caron Beesley, Contributor**

Government contracting has led to new opportunities for Michael Mills, principal of Mills Group in Morgantown, West Virginia.
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.

**Reasons to Love Your Region**

**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., Maryland and Virginia are some of the best states for women-owned businesses. 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.
Tapping the power of solid banking partnerships.

A full-service electrical contractor, Daniels Electric knows the importance of building solid relationships—with both business customers and partners. That’s why Daniels Electric has been so successful over the years ... and why they chose to partner with Meredith Village Savings Bank.

Offering proven expertise, outstanding service and local decision-making, MVSB works closely with Daniels Electric to develop an in-depth understanding of their needs and responds quickly with customized financial solutions.

Discover how MVSB can help power your business.

Contact MVSB’s experienced business bankers at 800.922.6872 or visit any of our local offices or mvsb.com.

Your future won’t wait.

Financial planning for every stage of life.

Without sound planning, your future is left to chance.

MillRiver provides trusted financial advice for individuals and businesses. Our approach is simple: We develop collaborative relationships to gain a solid understanding of our clients’ unique circumstances and provide straightforward advice that’s aligned with their objectives and investing profiles.

Wherever you are in life, we can help you get from here to there... Because the future is closer than you think.

Located next to the State House on Main Street in Concord

89 North Main Street  Concord, NH 03301  603.223.2712  millriverwealth.com

MillRiver Wealth Management is a trade name of MillRiver Trust Company. Brokerage services are offered through FINRA INVESTMENTS, INC., Member FINRA/SIPC. Investment and insurance products are subject to investment risk, including the possible loss of value. Products and services made available through Infinex are not insured by the FDIC or any other agency of the United States and are not deposits or obligations or guaranteed or insured by any bank or bank affiliate. Infinex and MillRiver Trust Company are not affiliated.

Relationships, like possessions, are worth securing.

As a climate-controlled, ultra-clean storage facility employing state-of-the-art video surveillance, Synergy Self Storage provides all the services needed to safely store and preserve their customers’ possessions. Their focus on security has solidified Synergy’s reputation for trustworthiness and helped make it Merrimack’s premier self-storage facility.

In choosing a bank, Synergy wanted a partner that was equally state-of-the-art and secure, so it turned to Merrimack County Savings Bank. Synergy knows that by partnering with a strong, local bank, it can count on expert advice, outstanding service and prompt local decision-making.

Contact the Merrimack’s experienced business bankers at 800.541.0006 or visit any of our local offices or themerrimack.com.

Contact the Merrimack’s experienced business bankers at 800.541.0006 or visit any of our local offices or themerrimack.com.

Copyright © 2023 Merrimack County Savings Bank. All Rights Reserved.
We all know relationships count in business. At Bank of New Hampshire, we take the time to understand you, your goals, your current financial situation and your anticipated financial needs. We have proven expertise in finding the best possible solutions for you.

**WE OFFER BUSINESSES:**

- Business Loans
- Online Banking with ACH Capabilities
- Business Checking accounts
- Merchant Card Services**
- Treasury Management Services
- Business Credit Cards*
- Fraud Protection Services, including Positive Pay and ACH Filter

*The creditor, issuer and service provider of your credit card is Elan Financial Services. ** Provided by a third party.

We are proud to be an SBA Express and SBA Preferred Lender!

To speak to a locate lender, please call 1.800.832.0912.