A Healthy Relationship with the RehabGYM

The RehabGYM’s History
Sharon Gutwin had envisioned a place where Physical Therapy and Athletic Training professionals could work together to treat the full spectrum of physical health. In 2002, she opened the RehabGYM, a hybrid facility with a gym as well as a physical therapy clinic. The name “RehabGYM” was chosen to combine both aspects of physical health and rehabilitation.

As a Physical Therapist, Sharon's experience and passion for health and fitness has made her a leader in promoting a healthy lifestyle and health care reform. The RehabGYM’s mission is to enable and empower individuals to good health and to prevent injury and disease through safe, effective exercise and nutrition.

Sharon's first location was designed to easily expand to new locations. The RehabGYM enterprise has grown and now has three locations – Colchester, Barre, and Williston, Vermont. The RehabGYM's newest location is in Kismet Place in Blair Park, Williston. Sharon chose Assistant Vice President and Commercial Lender Will Hamilton and Community National Bank to provide financing to suit her specific needs.

Building on the Vision
“At my first meeting with Sharon at her Barre location, I could see she has spent years building something special. The setting of her Barre location is welcoming; it doesn't feel like a gym at all, and it doesn't feel like any sort of medical facility either. The RehabGYM is much different than I expected of a place to recover from an injury or surgery; it's Sharon's creative vision for wellness.

The plan for her Williston location built on that vision. At that first meeting, she told me she wanted to build a much larger space and provide suites for other health care providers. It was a big project with a lot of moving pieces. But one piece was certain: Nothing would stop her!

We learned more about her story and her direction, and were able to offer a broad financing bundle, which included construction financing using the SBA 504 program. The construction of Kismet Place was such a fun and unique project, bringing together different aspects of health care to create something great.

Supporting entrepreneurs in our communities is what drives our bank. We are grateful to Sharon for letting Community National Bank be involved in this amazing project, and appreciate her continued efforts to keep people healthy.”

— Will Hamilton, CNB Assistant Vice President and Commercial Loan Officer

Helping the RehabGYM Thrive
“Community National Bank sets itself apart from other banks in its passion to take an active role in business development. Will Hamilton expressed a genuine interest not only in my business, but in my vision of what the RehabGYM and Kismet Place would become. The process of acquiring financing was remarkably comfortable with Will's abundant support, knowledge and a bit of good humor.

I have found everyone from Community National Bank a real pleasure to work with. It is as if I have become "family" and with that a feeling of authenticity in the relationship. I know I can trust that they are committed to helping me and my business thrive.

I am deeply grateful for Community National Bank's sincere interest and investment in the RehabGYM and Kismet Place. I feel the sense of community as we partner in the vision of improving health and fitness. Together we are changing lives!”

— Sharon Gutwin, Owner of the RehabGYM and Physical Therapist

We’re “Vermont’s Community Bank.”
Community National Bank (CNB) is committed to helping businesses grow. We have a team of experienced commercial lenders and support staff. To contact a CNB commercial lender, please call a CNB office near you.
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ON THE COVER: Steven Gagner, photo courtesy of the SBA
We have all heard the phrase “content is king.” Creating rich, engaging, and inspiring content differentiates your brand in the marketplace. But who has time to focus on anything other than running their business? Narrative works with you to develop the tools to tell your story across all media platforms. Powerful and authentic storytelling helps you stand out. It inspires action. It creates an emotional impact and forges enduring relationships. It separates you from the competition.

To schedule a meeting or to learn more, contact Buddy Butler at buddy@newsouthmediainc.com or call 304.615.9884.
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COMMERCIAL BANKING

COMMERCIAL REAL ESTATE CASH MANAGEMENT SERVICES PREFERRED SBA LENDER LINES OF CREDIT

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Member FDIC Equal Housing Lender
Welcome to the 2019 edition of the U.S. Small Business Administration’s Vermont Small Business Resource Guide. The Green Mountain State has a skilled workforce and many vibrant communities, providing the perfect setting to start and grow a small business. The SBA helps make the American dream of small business ownership a reality. We are the only federal agency dedicated to helping our 30 million small businesses start, grow, expand, and recover after a disaster. The SBA Vermont District Office works with an extensive network of business advisers and lenders to help Vermont’s 77,000 small businesses at every stage of development.

Across Vermont in 2018, the SBA helped Vermont entrepreneurs:

- Find business advisers via our SBA Resource Partners, which includes SCORE, the Vermont Small Business Development Center, the Center for Women and Enterprise, and the Veterans Business Outreach Center, all powered by the SBA.
- Secure $44 million in SBA-guaranteed loans using 35 local banks, credit unions, community-based lenders and microlenders. The 250 small businesses that secured SBA-backed financing were then able to hire hundreds of new employees, buy needed equipment, build and expand facilities.
- Connect with the Vermont Procurement Technical Assistance Center to obtain more than $98 million in federal contracting awards.

Whether you’re starting or expanding a business, the SBA Vermont District Office and its partners can assist you in building the foundation for your success. Stay up to date on SBA events near you and get valuable Vermont business information by following us on Twitter at @SBA_Vermont. Register for email updates at sba.gov/updates. Use our resource guide to power your dream of starting, growing or expanding your small business here in Vermont.

Sincerely,

Darcy Carter
Vermont District Director
U.S. Small Business Administration

Darcy Carter
Economic Development Specialist & Veteran Business Officer
Chris Herriman
(802) 828-4422 x206
chris.herriman@sba.gov

Lender Relations Specialist
Susan Mazza
(802) 828-4422 x209
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Kevin Morehouse
(802) 828-4422 x221
kevin.morehouse@sba.gov

Public Information Officer
Dan Monahan
(802) 828-4422 x215
daniel.monahan@sba.gov
How SBA-backed loans helped one woman turn a flagging pest control business into an ever-expanding enterprise.

written by Zack Harold
Rebecca Fyffe first worked at ABC Humane Wildlife Control & Prevention Inc., a pest control business in suburban Chicago, Illinois, for a college summer job. She was on a different career path when she got a call from her old employer. The president of ABC needed to take a medical sabbatical, and the company wanted Fyffe to take over in his absence. Fyffe had studied public policy, pre-law, and epidemiology in addition to university-level research on pesticides. Not content with just keeping the seat warm, Fyffe began making improvements to the company’s operations during her year at the helm. “Because of that I was made CEO,” she says. That was in 2001. Fyffe was just 25 years old, the youngest pest control company CEO in the nation and one of only a few women in a business dominated by men.

She continued to look for ways to grow the company. At the time, ABC focused its efforts solely on nuisance wildlife control. Fyffe saw a lucrative opportunity in urban bird management. She had long been concerned about pigeons. Growing up, one of her young cousins contracted encephalitis from pigeon droppings, which led to epilepsy, blindness, and eventually death. Fyffe studied the birds and how to mitigate their threat, which brought her to the conclusion that improvements could be made in urban pigeon control. She found more effective solutions were needed to make the mitigation material more durable for city use. Fyffe knew she could do better, but to get the new venture off the ground, ABC needed to borrow money to invest in training, equipment, and insurance. The company was hesitant to take on the financial risk, so Fyffe offered an alternative solution: allow her to launch a new company that would specialize in pigeon management. She would run that company in addition to her duties at ABC.

She launched Landmark Pest Management in 2010 with four employees. Fyffe still needed to borrow money, which would be more difficult now that she didn’t have an established business standing behind her. Thanks to workshops hosted by the SBA-supported Women’s Business Development Center, Fyffe applied for an SBA-backed 7(a) loan through Chase Bank. A conventional loan would have allowed her to mortgage the warehouse facility she needed, but nothing more.

“We would have maxed out our ability to borrow,” Fyffe says. “That would not have worked for our business.” Because of SBA backing, Chase was willing to offer Fyffe a larger line of credit, which allowed her to get the warehouse as well as the uniforms, tools, and materials she needed.

“We couldn’t have done it without the SBA,” she says.

Landmark established its reputation from its first contract, installing netting on a bridge project in Chicago. This bridge became the Chicago Transit Authority’s showpiece for bird control. Within two years, Landmark was one of the main companies providing bird deterrent systems in Chicago. Fyffe used the money she made to purchase ABC and merge the two companies in 2012.
The company has grown to 85 employees with 50 trucks on the road every day, working alongside the biggest construction firms in the country. Still, Fyffe challenges herself by finding ways to expand the company. In addition to its work in Illinois, Landmark does business in Michigan, Indiana, and Missouri. Fyffe is considering expansion to California and New York.

Landmark has continued to use its science-based methodology and proprietary technology to expand its offerings. The company is a leader in bedbug science, pioneering a special DNA test to detect infestations with a relatively small sample. Fyffe’s team is also testing a new nontoxic fungi spore that could be used to kill the pests. The company’s fastest growing sector is food production applications. Inspectors shut down factories if they find a pest, even if the animal has already been caught in a trap. Fyffe’s company developed a trap that is equipped with sensors that allow Landmark to dispatch technicians as soon as a pest is captured. Although Fyffe has used conventional loans for these expansions, she credits her first SBA-backed loan and her Women’s Business Development Center guidance with teaching her how to craft a growth plan and pitch ideas to lenders.

“We might not have been able to access that without the SBA,” she says.

SCARE

Join the ranks of other business owners who have experienced higher revenues and increased growth thanks to SCORE, the nation’s largest network of volunteer business mentors. These business executives share real-world knowledge for no cost and to fit your busy schedule. 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

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

WOMEN’S BUSINESS CENTERS

Women entrepreneurs receive essential business training from this national network of community-based centers. Each center tailors its services to help you navigate the challenges women often face when starting or growing their business. For your nearest Women’s Business Center, visit sba.gov/women.

VETERANS BUSINESS OUTREACH CENTERS

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

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

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

Champlain Valley Chapter
60 Main St., suite 64
Burlington
(802) 764-5899
champlain.valley@scorevolunteer.org
scorevermont.org

Upper Valley Chapter
20 W. Park St.
Lebanon, NH
(603) 448-3491
score@valley.net
uppervalleyscore.org

Vermont Small Business Development Center
Randolph Center
(802) 728-9101 or (800) 464-7232
vt sbdc.org

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

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.

132 George M. Cohan Blvd.
Providence, RI
(844) 404-2171
info.vboc@cweonline.org
cweonline.org/vermont/vboc

Women’s Business Center

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

Center for Women and Enterprise
431 Pine St., suite 101
Burlington
(802) 391-4870
cweonline.org

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

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

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

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

The SBA’s Office of Advocacy also independently represents small business and advances its concerns before Congress, the White House, federal agencies, federal courts, and state policy makers.

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

The ombudsman’s office helps you:
» resolve regulatory disputes with federal agencies
» reduce unfair penalties and fines
» seek remedies when rules are inconsistently applied
» recover payment for services done by government contractors

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

To submit a comment or complaint 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 Vermont

Thinking of starting a business? Here are the nuts & bolts.

The Startup Logistics
Even if you’re running a home-based business, you will have to comply with many local, state, and federal regulations. Do not ignore regulatory details. You may avoid some red tape in the beginning, but your lack of compliance could become an obstacle as your business grows. Taking the time to research 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.

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

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

Name Registration
Register your business name with the county clerk where your business is located. If you’re a corporation, also register with the Vermont Secretary of State.

128 State St.
Montpelier
(802) 653-6814
[sec.state.vt.us](http://sec.state.vt.us)
Taxes
As a business owner, you should know your federal tax responsibilities and make some basic business decisions to comply with certain tax requirements. The IRS Small Business and Self-Employed Tax Center, go.usa.gov/xPxyR, offers information on a variety of topics including: obtaining an Employer Identification Number, paying and filing income tax, virtual workshops, forms, and publications.

Whether you are a new or an experienced business owner, there are new tax law changes that may affect your business. As the IRS works to implement the Tax Cuts and Jobs Act, signed into law December 2017, you can access the latest information on irs.gov/tax-reform to better understand the new tax law implications and how they affect your bottom line.

» Tax Assistance Centers
  Brattleboro
  1222 Putney Road
  Burlington
  128 Lakeside Ave.
  Montpelier
  87 State St., room 204
  Rutland
  1085 U.S. Route 4 East

» State Taxes
  133 State St.
  Montpelier
  (802) 828-2505
tax.vermont.gov

Business tax
(802) 828-2551
tax.business@vermont.gov

Corporate income tax
(802) 828-5723
tax.corporate@vermont.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.

Employment Eligibility Verification
The Federal Immigration Reform and Control Act of 1986 requires employers to verify employment eligibility of new employees. The law obligates an employer to process Employment Eligibility Verification Form I-9. The U.S. Citizenship and Immigration Service offers information and assistance through uscis.gov/i-9-central. For forms, call (800) 870-3676, for the employer hotline, call (888) 464-4218 or e-mail I-9central@dhs.gov.

E-Verify, operated by the Department of Homeland Security in partnership with the Social Security Administration, electronically verifies the Social Security number and employment eligibility information reported on Form I-9. It’s the quickest way for employers to determine the employment eligibility of new hires. Visit e-verify.gov, call (888) 464-4218 or email e-verify@dhs.gov.
Health & Safety
All businesses with employees are required to comply with state and federal regulations regarding the protection of employees, visit dol.gov for information. The Occupational Safety and Health Administration provides information on the specific health and safety standards used by the U.S. Department of Labor, (800) 321-6742 or visit osha.gov.

» DOL Wage and Hour Division
1155 Elm St., suite 501
Manchester, NH
(603) 666-7716

» Vermont Department of Labor
5 Green Mountain Drive
Montpelier
(802) 828-4000
labor.vermont.gov

» Project WorkSAFE
(888) 723-3937
labor.vermont.gov/project-worksafe

» Compliance Assistance
(802) 334-4367
labor.vermont.gov/vosha/compliance-assistance

» OSHA Workers Compensation Board
(802) 828-0408
labor.vermont.gov/vosha

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

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

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

Child Support
Employers are essential to the success of the child support program and are responsible for collecting 75 percent of support nationwide through payroll deductions. The Office of Child Support Enforcement at Health and Human Services offers employers step-by-step instructions for processing income withholding orders for child support. “A Guide to an Employer’s Role in the Child Support Program” is available at the Office of Child Support Enforcement’s website at acf.hhs.gov/programs/css > employer responsibilities.

You can also find information about other employer responsibilities and tools that can make meeting those responsibilities easier, such as electronic income withholding orders and the Child Support Portal. Send questions to employerservices@acf.hhs.gov.

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

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

A patent for an invention is the grant of a property right to an inventor, issued by the patent office. The right conferred by the patent grant is the right to exclude others from making, using, offering for sale, or selling the invention in the United States or importing the invention. There are three types of patents:

• Utility patents may be granted to anyone who invents or discovers any new and useful process, machine, manufacture, or composition of matter, or any new and useful improvement.

• Design patents may be granted to anyone who invents a new, original, and ornamental design for an article of manufacture.

• Plant patents may be granted to anyone who invents or discovers and asexually reproduces any distinct and new variety of plant, other than a tuber propagated plant or a plant found in an uncultivated state. For information visit uspto.gov/inventors.

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

» State Trademark
128 State St.
Montpelier
(802) 828-2363
https://www.sec.state.vt.us/corporationsbusiness-services/trademarks.aspx

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

» U.S. Copyright Office
U.S. Library of Congress
James Madison Memorial Building
101 Independence Ave. Southeast, Washington, DC
(202) 707-3000 or toll free (877) 476-0778
copyright.gov
Vermont Regional Development Corporations

Find assistance with financing, relocation, networking, permit assistance, and other business concerns from a Vermont economic development agent serving these areas:

**Bennington**
Bennington County Industrial Corp.
111 South St., suite 203
(802) 442-0713
bcic.org

**Brattleboro**
Brattleboro Development Credit Corp.
76 Cotton Mill Hill
(802) 257-7731
brattleborodevelopment.com

**Burlington**
Greater Burlington Industrial Corp.
60 Main St., suite 101
(802) 862-5726
gbicvt.org

**Middlebury**
Addison County Economic Development Corp.
1590 U.S. Route 7 South, suite 8
(802) 388-7953
addisoncountyedc.org

**Montpelier**
Central Vermont Economic Development Corp.
1 National Life Drive
(802) 223-4654
cvedc.org

**Morrisville**
Lamoille Economic Development Corp.
582 Laporte Road
(802) 888-5640
lamoilleeconomy.org

**North Hero**
Lake Champlain Islands Economic Development Corp.
3501 US Route 2
(802) 372-8400
champlainislands.com

**Rutland**
Rutland Economic Development Corp.
67 Merchants Row
City Center suite 6
(802) 773-9147
rutlandeconomy.com

**Springfield**
Springfield Regional Development Corp.
14 Clinton St., suite 7
(802) 885-3061
springfielddevelopment.org

**St. Albans**
Franklin County Industrial Development Industrial Corp.
2 North Main St.
(802) 524-2194
fcidc.com

**St. Johnsbury**
Northeastern Vermont Development Association
36 Eastern Ave.
(802) 748-5181
nvda.net

**White River Junction**
Green Mountain Economic Development Corp.
35 Railroad Row, suite 101
(802) 295-3710
gmedc.com
# Chambers of Commerce

## Vermont Chamber of Commerce
(802) 223-3443
vtchamber.com

## Addison County
93 Court St.
Middlebury
(802) 388-7951
addisoncounty.com

## Barton area
(802) 239-4147
centerofthekingdom.com

## Bennington area
100 Veterans Memorial Drive
(802) 447-3311
bennington.com

## Brandon area
(802) 247-6401
brandon.org

## Brattleboro area
180 Main St.
(802) 254-4565
brattleboro chamber.org

## Burke area
(802) 626-4124
burkevermont.com

## Central Vermont
33 Stewart Road
Barre
(802) 229-5711
www.centralvt.com

## Danville
Danvillevtchamber.org

## Dorset
(802) 440-0455
dorsetv.com

## Vermont Lakes region
(802) 265-8600
vtlakesregionchamber.org

## Franklin County region
2 N. Main St., suite 101
St. Albans
(802) 524-2444
visitfranklincountyvt.com

## Great Falls region
17 Depot St.
Bellows Falls
(802) 463-4280
gfccc.org

## Hardwick area
(802) 472-5906
heartofvt.com

## Hartford area
5966 Woodstock Road
Quechee
(802) 295-7900
hartfordvtchamber.com

## Island Pond area
(802) 673-1854
islandpondchamber.org

## Top of Vermont
(802) 988-4120
topofvt.com

## Killington
2319 U.S. Route 4
(802) 773-4181
killingtonpico.org

## Lake Champlain region
60 Main St.
Burlington
(877) 686-5253
vermont.org

## Lamoille region
92 Lower Main St.
Morrisville
(802) 888-7607
lamoillevalleychamber.com

## Lyndon area
(802) 626-9696
lyndonvermont.com

## Mad River Valley
General Wait House – Route 100
Waitsfield
(802) 496-3409
madrivervalley.com

## Southern Vermont
Deerfield Valley
21 W. Main St.
Wilmington
(802) 464-8092
visitvermont.com

## North Country
246 The Causeway
Newport
(802) 334-7782
vtnorthcountry.org

## Northeast Kingdom
2000 Memorial Drive, suite 11
St. Johnsbury
(802) 748-3678
nekchamber.com

## Okemo Valley region
57 Pond St.
Ludlow
(802) 228-5830
yourplaceinvermont.com

## Poultney area
66 Beaman St.
(802) 287-2010
poultneyvt.com

## Rutland region
50 Merchants Row
(802) 773-2747
rutlandvermont.com

## Smuggler’s North area
Jeffersonville
(802) 242-0426
smugnotch.com

## Springfield
56 Main St., suite 2
(802) 885-2779
springfieldvt.com

## Stowe
(802) 253-7321
gostowe.com

## Swanton
(802) 868-7200
swantonchamber.com

## Upper Valley Bi-State Region
White River Junction
(802) 295-6200
uppervalleychamber.com

## Waterbury Tourism Council
discoverwaterbury.com

## White River Valley
31 VT Route 66, suite 1
Randolph
(802) 728-9027
whiterivervalleychamber.com

## Woodstock area
(802) 457-3555
woodstockvt.com
Write your Business Plan

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


click me

Which business plan format is right for you?

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

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

Business plans help you run your business

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

Business plans can help you get funding or bring on new business partners. Investors want to feel confident they’ll see a return on their investment. Your business plan is the tool you’ll use to convince people that working with you—or investing in your company—is a smart choice.

Pick a business plan format that works for you

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

You might prefer a traditional business plan format if you're very detail oriented, want a comprehensive plan, or plan to request financing from traditional sources.

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

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

Company Description
Use your company description to provide detailed information about your company. Go into detail about the problems your business solves. Be specific, and list out the consumers, organization, or businesses your company plans to serve.

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

Market Analysis
You'll need a good understanding of your industry outlook and target market. Competitive research will show you what other businesses are doing and what their strengths are. In your market research, look for trends and themes. What do successful competitors do? Why does it work? Can you do it better? Now’s the time to answer these questions.

Organization and Management
Tell your reader how your company will be structured and who will run it.

Describe the legal structure of your business. State whether you have or intend to incorporate your business as a C or an S corporation, form a general or limited partnership, or if you’re a sole proprietor or LLC.

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

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

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

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

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

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

Financial Projections
Supplement your funding request with financial projections. Your goal is to convince the reader that your business is stable and will be a financial success.

If your business is already established, include income statements, balance sheets, and cash flow statements for the last three to five years. If you have other collateral you could put against a loan, make sure to list it now.

Provide a prospective financial outlook for the next five years. Include forecasted income statements, balance sheets, cash flow statements, and capital expenditure budgets. For the first year, be even more specific and use quarterly—or even monthly —projections. Make sure to clearly explain your projections, and match them to your funding requests.

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

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

TRADITIONAL BUSINESS PLAN CHECKLIST

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

You might prefer a lean startup format if you want to explain or start your business quickly, your business is relatively simple, or you plan to regularly change and refine your business plan.

Lean startup formats are charts that use only a handful of elements to describe your company’s value proposition, infrastructure, customers, and finances. They’re useful for visualizing tradeoffs and fundamental facts about your company.

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

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

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

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

Key Resources
List any resource you’ll leverage to create value for your customer. Your most important assets could include staff, capital, or intellectual property. Don’t forget to leverage business resources that might be available to women, veterans, Native Americans, and HUBZone–certified businesses.

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

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

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

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

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

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

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

Benjamin Franklin
Programs for Entrepreneurs

SBA’s Emerging Leaders program helps grow businesses.

Online Resources for Entrepreneurs

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

Courses include:
- writing your business plan
- small business legal requirements
- small business financing options
- digital and traditional marketing to win customers
- disaster recovery
- cyber security and crime prevention

Entrepreneurs receive business counseling and assistance at the Philadelphia SBA district office in King of Prussia.
LOCAL BUSINESS ASSISTANCE

Need entrepreneurship training?
Entrepreneurship training is available through the SBA’s programs for veterans, sba.gov/veterans, at military installations around the world. These programs are open to active duty service members, those transitioning out of service, National Guard and Reserve members, veterans of all eras, and military spouses. 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, purchasing, or growing a small business.

Boots to Business is an entrepreneurial education and training program offered by the SBA as part of the Department of Defense’s Transition Assistance Program. Service members transitioning out of active duty and military spouses are eligible for Boots to Business.

During the course, you explore business ownership and other self-employment opportunities while learning key business concepts. You will walk away with an overview of entrepreneurship and applicable business ownership fundamentals, including how to access startup capital using SBA resources. Boots to Business is conducted on all military installations that host the Transition Assistance Program.

Boots to Business: Reboot delivers the Boots to Business curriculum to veterans of all eras, members of the National Guard and Reserve, and military spouses in their local communities. Register for either program at https://sbavets.force.com.

If you’re a service-disabled veteran or a spouse, the SBA’s Service-Disabled Veteran Entrepreneurship Training Program provides guidance on starting or growing your small business, visit sba.gov/ovbd.

Interested in doing business with the government?
Veteran-owned and service-disabled veteran-owned small businesses interested in federal contracting opportunities can receive training through the Veteran Federal Procurement Entrepreneurship Training Program. This program is administered by the Veteran Institute for Procurement, which offers a platform with three training programs to assist veterans: VIP Start, VIP Grow, and VIP International.

» VIP Start is for companies wanting to enter the federal market and become ready for procurement. Nearly 200 veteran-owned businesses from 29 states plus Washington, DC have graduated from the program.

» VIP Grow is the core curriculum which assists companies in developing strategies to expand and operate within the federal marketplace. More than 700 veteran-owned businesses from 42 states plus DC and Guam have graduated from this program.

» VIP International is for companies that want to enter or expand their federal and commercial contracting opportunities overseas.

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

Learn about the Service-Disabled Veteran-Owned Small Business certification program on page 49.

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

Members of the military community can start and grow their small business with the help of SBA programs.

programs for veterans

Jack Goodison, a veteran, grew his business in North Kingstown, Rhode Island, J. Goodison Co., with the help of an SBA-guaranteed 504 loan.
Steven Gagner started writing his business plan while deployed in Afghanistan, where he dreamt of opening a small craft brewery that reflected his values of service to community and country. The SBA helped him further develop that plan and then expand. Steven works to instill military-like precision and creativity into his craft beers, which have names like Follow Me American IPA and Valor Ale. Steven created his three-year strategic growth plan while participating in the SBA Emerging Leaders program, which fosters a learning environment for those looking to grow their high-potential small businesses.

Steven, a major in the Vermont Army National Guard, is also executive officer of the Army Mountain Warfare School in Jericho, which trains about 1,000 soldiers annually in mountaineering.

What challenge did you have? My Army career taught me discipline, but I didn’t necessarily have the business knowledge I needed to succeed. When me and my best friend Matt Kehaya, a fellow Vermont Army National Guardsman, were looking to start a small craft brewery in 2012, we turned to expert business counselors at the SBA.

What was the SBA solution? In addition to the training and peer networking sessions offered by the SBA’s Emerging Leaders program, my small business qualified for SBA-backed financing in 2014. The SBA guarantees loans made by lending institutions to small business that would not otherwise be able to obtain financing. This financing allowed us to expand our brewery in a major way.

What benefit did this have for you? The brewery has grown from two part-time employees to 24 employees. We went from producing 31 gallons of beer per batch in a 1,200-square-foot facility to 1,000 gallons per batch in a 20,000-square-foot brewery. Fourteenth Star distributes to six states and has received numerous craft brewing awards. We’ve created jobs and given back to our community, which was my goal from the start. Proceeds from every batch of our Valor Ale supports Purple Hearts Reunited, an organization dedicated to returning lost or stolen military medals to veterans and their families. We also host an annual event to support the Josh Pallotta Fund. This nonprofit uses local and national resources to help veterans transition back to civilian life. Recently I cofounded Danger Close Craft Distilling, a whiskey distiller that also teaches entrepreneurship to veterans. The SBA supports veteran-owned businesses, and my community has benefited from that.
“When we were looking to start a brewery, we turned to expert business counselors at the SBA.”

Steven Gagner
Owner & Founder, 14th Star Brewing Co.
A Deal is Inked

An SBA loan helps these entrepreneurs succeed in the challenging printing market.

WRITTEN BY Pam Kasey
When Mark Moralez’s employer, the owner of Printing Palace in Santa Monica, California, told him in 2014 he’d found a buyer for the business, Moralez reacted with shock. “Why?” his boss asked. “Do you want to buy it instead?”

The idea surprised Moralez, but it was appealing. He’d been in the industry for more than 20 years and at Printing Palace for a decade. As general manager, he managed nine employees and took care of the business as if it were his own; many customers assumed he was the owner. He and his husband, John Briggs, discussed a possible purchase over lunch. “It wasn’t something I was looking to do, I was just trying to take control of my own destiny,” Moralez says. He was scared, but the couple decided to take the leap.

Moralez and Briggs visited their credit union and were quickly disappointed. The loan officer wouldn’t take the risk. “He decided that printing was a dying industry and there was no way he was going to fund us,” Moralez said.

In frustration, Moralez posted about the setback on Facebook. His social network came to his aid; the post got him the attention of an SBA Lender—as high up as the bank’s vice president, Mark Morales. This SBA Lender decided the couple deserved the chance, and Moralez and Briggs soon qualified for SBA funding. They received a 7(a) loan of $1.1 million toward the $1.4 million purchase, enabling Moralez and Briggs to buy Printing Palace in 2015.

It was a challenging time to invest in printing. “There were probably 20 printers in our area 10 years ago, and there are probably four now,” Moralez says. “The industry has changed a lot, even in the past three years. What used to be 20 to 30 percent of our business is now 50 to 60 percent, and that’s on-demand, digital, quick, turned around in a day.” The couple has met the challenge, giving up equipment they owned for five new digital printers they lease. They also added an architectural plan printer in response to frequent customer requests. “It’s not a huge moneymaker, but it meets demand and it’s a profitable unit,” Moralez says.

What sets Printing Palace apart in a changing industry is the shop’s commitment to customer service. “Everybody wants to do online printing,” he says. “What keeps us going, and we’re doing well, is that we cater to people who are frustrated with that—or who just want to come in and feel things and talk to somebody who’s knowledgeable about the product.” Printing Palace’s website touts its print-industry veterans who take pride in delivering jobs on time. Moralez and Briggs have earned high reviews online.

Moralez sought certification early on as an LGBT-owned business. He serves as president of his local chapter of the Los Angeles Gay & Lesbian
SBA-backed Loans

For small business owners and 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. If you are eligible and cannot obtain conventional financing with reasonable rates and terms, the SBA guarantee reduces a lender’s risk of loss in the event of a default on the loan. The guarantee is conditional on the lender following SBA program requirements. Just like with any other loan, you make your loan payments directly to your SBA Lender in accordance with your terms.

Chamber of Commerce, giving Printing Palace prominence in a loyal market. “We’ve also done some charity work for Human Rights Campaign and Equality California, we’ve donated money and free printing. Those causes are near and dear to our hearts.”

At a time when print shops routinely struggle and fail, Printing Palace has secured its place. “Revenues have stayed steady,” Moralez says. “But we’ve streamlined everything, so we’re a lot more efficient and profitable than we were. In an industry that peaked 10 years ago and has slowly been in decline, the fact that we can stay where we are and make it profitable is a strong indication of how well we’re doing.”

The pressure is real. “Now everybody is relying on us, and the weight falls on my shoulders,” Moralez says. “It’s more work than I’ve ever done in my life, but it’s been a good thing. I’m glad we did it.”

For those seeking business financing, Moralez has this advice: do your research and find an SBA Lender who wants to work with you. “Then, go for it,” he says. “If it’s something you want to do and you have the skill to do it, you just have to jump in with both feet.”
Need Financing?

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

**The 7(a) Loan, the SBA’s Largest Financing Program**
If you’re unable to get conventional financing and you meet the eligibility requirements, you can use a 7(a) loan to buy real estate, equipment, or inventory for your small business. It may also be used for working capital, to refinance business debt or purchase a small business.

- **MAX LOAN AMOUNT:** $5 million
- **INTEREST RATE:** generally prime + a reasonable rate capped at 2.75 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

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

- **INTEREST RATE:** loans less than $10,000, lender cost + 8.5 percent; loans $10,000 and greater, lender cost + 7.75 percent
- **TERMS:** lender negotiated, no early payoff penalty

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

- **MAX LOAN AMOUNT:** $350,000
- **INTEREST RATE:** for loans less than $50,000, prime + 6.5 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

**504 Certified Development Company Loan Program**
If you do not qualify for traditional financing, but would like to purchase/renovate real estate or buy heavy equipment for your business, ask about the 504 loan program. It provides competitive fixed-rate mortgage financing through a 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, 20 or 25 year terms
- **TERMS:** 20 or 25 years for real estate or long term equipment, 10 years for general machinery and equipment
- **GUARANTEE:** the lender provides a senior loan for 50 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
# FUNDING PROGRAMS

## SBA Lenders

Our participating SBA Lenders serve all Vermont unless otherwise noted.

### BARRE

- **Community Bank**
  - 361 N. Main St.
  - (802) 476-4107
- **Community National Bank**
  - 316 N. Main St.
  - (802) 476-6565
- **KeyBank**
  - 315 N. Main St.
  - (802) 476-4135
- **TD Bank**
  - 36 N. Main St.
  - (802) 479-3313

### BENNINGTON

- **Bank of Bennington**
  - 155 North St.
  - (802) 442-8121
- **Citizens Bank**
  - 310 Main St.
  - (802) 442-5409
- **Community Bank**
  - 210 Northside Drive
  - (802) 476-2400
- **People’s United Bank**
  - 292 N. Main St.
  - (802) 476-0030
- **TD Bank**
  - 36 N. Main St.
  - (802) 479-3313

### BURLINGTON

- **Citizens Bank**
  - 148 College St.
  - (802) 658-9681
- **Community Bank**
  - 172 College St.
  - (802) 865-1898
- **KeyBank**
  - 149 Bank St.
  - (802) 660-4170
- **NBT Bank**
  - 150 Bank St.
  - (802) 318-9150
- **Northfield Savings Bank**
  - 160 College St.
  - (802) 862-6222
- **People’s United Bank**
  - 2 Burlington Square
  - (802) 658-4000
- **TD Bank**
  - 111 Main St.
  - (802) 658-1010

### BRATTLEBORO

- **Brattleboro Savings and Loan**
  - 221 Main St.
  - (802) 254-5333
- **Citizens Bank**
  - 894 N. Putney Road
  - (802) 257-7593
- **People’s United Bank**
  - 794 W. Lakeshore Drive
  - (802) 658-1966

### ENOSBURG FALLS

- **Community Bank**
  - 205 Main St.
  - (802) 257-7961
- **KeyBank**
  - 185 Main St.
  - (802) 257-7961
- **People’s United Bank**
  - 100 Main St.
  - (802) 258-4059
- **TD Bank**
  - 215 Main St.
  - (802) 257-8711

### BURLINGTON

- **Citizens Bank**
  - 467 Broad St.
  - (802) 626-1200
- **Passumpsic Savings Bank**
  - 62 Broad St.
  - (802) 626-9211
- **Union Bank**
  - 183 Depot St.
  - (802) 626-3100

### LYNDONVILLE

- **Community National Bank**
  - 49 Sampsonville Road
  - (802) 933-8500
- **People’s Trust Co.**
  - 140 Main St.
  - (802) 933-9000
- **TD Bank**
  - 472 Main St.
  - (802) 933-4347

### MIDDLEBURY

- **Citizen’s Bank**
  - 36 Middle Road
  - (802) 388-2900
- **KeyBank**
  - 47 Creek Road
  - (802) 388-4031

### MILTON

- **KeyBank**
  - 185 Route 7 South
  - (802) 839-4394
- **People’s United Bank**
  - 193 Route 7 South
  - (802) 839-1558
- **TD Bank**
  - 175 Route 7 South
  - (802) 893-5000

### MONTPELIER

- **Citizens Bank**
  - 36 Middle Road
  - (802) 388-6791
- **KeyBank**
  - 47 Creek Road
  - (802) 388-4031
- **NBT Bank**
  - 150 Main St.
  - (802) 318-9150
- **Northfield Savings Bank**
  - 160 College St.
  - (802) 862-6222
- **People’s United Bank**
  - 2 Burlington Plaza
  - (802) 388-1410
- **TD Bank**
  - 20 Morrisville Plaza
  - (802) 888-7000

### MORRISVILLE

- **Community National Bank**
  - 116 VT Route 15 West
  - (802) 888-4633
- **People’s United Bank**
  - 19 Morrisville Plaza
  - (802) 888-1410
- **TD Bank**
  - 20 Morrisville Plaza
  - (802) 888-7000
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<th>FUNDING PROGRAMS</th>
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<tr>
<td><strong>NEWPORT</strong></td>
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<tr>
<td><strong>Community National Bank</strong></td>
</tr>
<tr>
<td>4811 US Route 5</td>
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<tr>
<td>(802) 334-7915</td>
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<td><strong>Passumpsic Savings Bank</strong></td>
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<tr>
<td>1 Gardner St.</td>
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<td>(802) 334-6529</td>
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<td><strong>People’s United Bank</strong></td>
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<tr>
<td>15 Main St.</td>
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<tr>
<td>(802) 334-6511</td>
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<tr>
<td><strong>NORTHFIELD</strong></td>
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<tr>
<td><strong>Community National Bank</strong></td>
</tr>
<tr>
<td>70 Depot Square</td>
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<tr>
<td>(802) 485-5311</td>
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<tr>
<td><strong>Northfield Savings Bank</strong></td>
</tr>
<tr>
<td>33 S. Main St.</td>
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<tr>
<td>(802) 485-5871</td>
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<td><strong>RANDOLPH</strong></td>
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<td><strong>Bar Harbor Bank</strong></td>
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<tr>
<td>21 Main St.</td>
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<tr>
<td>(802) 728-9611</td>
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<tr>
<td><strong>Northfield Savings Bank</strong></td>
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<tr>
<td>2 North Main St.</td>
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<tr>
<td>(802) 728-4837</td>
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<td><strong>RUTLAND</strong></td>
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<tr>
<td><strong>Bank of Bennington</strong></td>
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<tr>
<td>143 Woodstock Ave.</td>
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<tr>
<td>(802) 774-5085</td>
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<tr>
<td><strong>Berkshire Bank</strong></td>
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<tr>
<td>20-22 West St.</td>
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<tr>
<td>(802) 773-5477</td>
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<tr>
<td><strong>Community Bank</strong></td>
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<tr>
<td>286 Route 7 South</td>
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<tr>
<td>(802) 747-5000</td>
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<tr>
<td><strong>Bar Harbor Bank</strong></td>
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<tr>
<td>100 Woodstock Ave.</td>
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<tr>
<td>(802) 773-9346</td>
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<tr>
<td><strong>Heritage Family Credit Union</strong></td>
</tr>
<tr>
<td>230 N. Main St., suite 8</td>
</tr>
<tr>
<td>(888) 252-8932</td>
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<tr>
<td><strong>NBT Bank</strong></td>
</tr>
<tr>
<td>122 West St.</td>
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<td>(802) 747-6982</td>
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| **NEWPORT**      |
| **People’s United Bank** |
| 77 Woodstock Ave.  |
| (802) 773-3311    |
| **TD Bank** |
| 89 Merchants Row  |
| (802) 786-4160    |
| **ST. ALBANS**   |
| **Citizens Bank** |
| 152 S. Main St.   |
| (802) 524-9597    |
| **Community Bank** |
| 180 Swanton Road  |
| (802) 524-1101    |
| **KeyBank** |
| 201 Swanton Road  |
| (802) 524-6588    |
| **Peoples Trust Co.** |
| 25 Kingman St.    |
| (802) 524-2196    |
| **People’s United Bank** |
| 163 N. Main St.   |
| (802) 527-3790    |
| **TD Bank** |
| 8 N. Main St.     |
| (802) 527-5000    |
| **Union Bank**    |
| 15 Mapleview Depot |
| (802) 524-9000    |
| **ST. JOHNSBURY**|
| **Community Bank** |
| 481 Portland St.  |
| (802) 748-5017    |
| **Community National Bank** |
| 857 Memorial Drive |
| (802) 748-3605    |
| **Passumpsic Savings Bank** |
| 497 Railroad St.  |
| (802) 748-3131    |
| **TD Bank** |
| 301 Railroad St.  |
| (802) 748-3185    |
| **Union Bank**    |
| 364 Railroad St.  |
| (802) 748-3131    |
| **SHELBURNE**     |
| **Citizens Bank** |
| 5068 Shelburne Road |
| (802) 985-4300    |
| **TD Bank** |
| 10 Shelburne Shopping Park |
| (802) 985-3600    |

| **SOUTH BURLINGTON**|
| **Citizens Bank** |
| 1117 Shelburne Road |
| (802) 863-8925     |
| **Community Bank** |
| 275 Kennedy Drive  |
| (802) 865-1900     |
| **KeyBank** |
| 960 Shelburne Shopping Park |
| (802) 864-0420     |
| **Northfield Savings Bank** |
| 1120 Shelburne Road |
| (802) 651-9086     |
| **People’s United Bank** |
| 1001 Shelburne Road |
| (802) 658-3424     |
| **TD Bank** |
| 1855 Williston Road |
| (802) 658-0229     |
| **WATERBURY**      |
| **Community Bank** |
| 994 Waterbury Stowe Road |
| (802) 244-1587     |
| **People’s United Bank** |
| 80 Main St.        |
| (802) 244-5108     |
| **TD Bank** |
| 14 S. Main St.     |
| (802) 244-7891     |

| **VERSANT**       |
| **Peoples Trust Co.** |
| 123 First St.      |
| (802) 868-5935     |
| **People’s United Bank** |
| 15 Canada St.      |
| (802) 868-3329     |
| **VERGENNES**     |
| **Citizens Bank** |
| 186 Main St.       |
| (802) 877-6818     |
| **Community Bank** |
| 25 Monkton Road   |
| (802) 877-3143    |
| **National Bank of Middlebury** |
| 29 Green St.       |
| (802) 388-4982     |
| **People’s United Bank** |
| 3 N. Maple St.    |
| (802) 877-3111   |
| **WELLS RIVER**   |
| **Wells River Savings Bank** |
| 34 Main St. North  |
| (802) 757-2361     |

| **WHITE RIVER JUNCTION** |
| **Community Bank** |
| 25 Ralph Lehman Drive |
| (802) 295-2307      |
| **Mascoma Savings Bank** |
| 263 Maple St.       |
| (802) 295-5456      |
Participating Certified Development Companies

**Bay Colony Development Corp.**
Bay Colony Development Corp.  
(781) 891-3594  
baycolony.org

**Granite State Development Corp.**
Granite State Development Corp.  
3 Main St., suite 108  
Burlington  
(802) 865-8094  
granitestatedev.com

**New England Certified Development Corp.**
New England Certified Development Corp.  
Serving Bennington, Windham, Windsor, Rutland, Addison, and Chittenden counties  
(207) 749-0322  
bdcnewengland.com

**Northern Community Investment Corp.**
Northern Community Investment Corp.  
Serving Caledonia, Essex, and Orleans counties  
51 Depot Square, suite 2  
St. Johnsbury  
(802) 748-5101  
cmp.org

**Vermont 504 Corp.**
Vermont 504 Corp.  
58 E. State St., suite 5  
Montpelier  
(802) 598-4044  
veda.org

Participating Microlenders

**Community Capital of Vermont**
Community Capital of Vermont  
105 N. Main St., suite 305  
Barre  
(802) 479-0167  
communitycapitalvt.org

**Vermont Community Loan Fund**
Vermont Community Loan Fund  
15 State St.  
Montpelier  
(802) 223-1448  
vclf.org

Top SBA Vermont Lenders

**Bank of Bennington**
thebankofbennington.com

**Bar Harbor Bank and Trust**
bhbt.com

**Berkshire Bank**
berkshirebank.com

**Brattleboro S&L Association**
brattbank.com

**Citizens Bank**
citizensbank.com

**Community National Bank**
communitynationalbank.com

**Heritage Family Credit Union**
hfcv.com

**KeyBank**
key.com

**Ledyard National Bank**
ledyardbank.com

**Mascoma Savings Bank**
mascomabank.com

**Community Bank**
cbna.com

**NBT Bank**
nbtbank.com

**National Bank of Middlebury**
nbmv.com

**North Country Federal Credit Union**
northcountry.org

**Northfield Savings Bank**
nsbvt.com

**Opportunities Credit Union**
oppsvt.org

**Passumpsic Savings Bank**
passumpsinbank.com

**Peoples Trust Co.**
ptcvt.com

**People’s United Bank**
peoples.com

**TD Bank**
tdbank.com

**Union Bank**
unionbankvt.com

**Vermont Economic Development Authority**
veda.org

**Vermont Federal Credit Union**
vermontfederal.org

**VSECU**
vsecu.com

**Wells River Savings Bank**
wellsriversavings.com
Vermont business lending for any size company.

Just ask Laz.

ASSET PURCHASES | COMMERCIAL REAL ESTATE | WORKING CAPITAL
LEASEHOLD IMPROVEMENTS | LINE OF CREDIT | DEBT REFINANCING

CONTACT
LAZ MANRIQUE
EMAIL: LMANRIQUE@OPPSVT.ORG

OPPSVT.ORG
(802) 654-4540

NCUA
National Credit Union Administration | U.S. Government Agency
Investment Capital

Looking for investors? You might find leads in our Small Business Investment Company online directory.

If you own a U.S. small business, you could receive capital from a Small Business Investment Company that is regulated by the SBA. Investment companies with financing expertise in certain industry sectors receive SBA-guaranteed loans, which means the federal government is responsible in case of default. These investment companies use the SBA-guaranteed capital and private funds to invest in qualifying small businesses. Small businesses then receive a loan, equity (a share of ownership an investment company gets in a business), or a combination of both.

Mature, profitable businesses with sufficient cash flow to pay interest are more likely to receive an investment from an SBIC. Each one has its own investment profile in terms of targeted industry, geography, company maturity, the types and size of financing they provide. Search the SBIC directory by visiting sba.gov and clicking on Funding Program and then Investment Capital.
R&D Opportunities for Next Gen Entrepreneurs

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

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

The Small Business Innovation Research and the Small Business Technology Transfer programs, also called America’s Seed Fund, provide more than $2.5 billion in early stage capital through more than 4,000 new awards annually.

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

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

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

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

Participating agencies:
- Department of Agriculture
- Department of Commerce
- National Institute of Standards and Technology
- National Oceanic and Atmospheric Administration
- Department of Defense
- Department of Education
- Department of Energy
- Department of Health and Human Services
- Department of Homeland Security
- Department of Transportation
- Environmental Protection Agency
- NASA
- National Science Foundation
A South Carolina fabric business rebounds bigger and better with the help of an SBA disaster loan.

written by Carlee Lammers

After floodwaters devastated his family business, Michael Marsha visited the SBA and received something not many others could give him: security. Marsha is the owner and president of Forest Lake Drapery and Upholstery Fabric Center Inc. in Columbia, South Carolina. The fabric store started in 1964 as an offshoot of L.A. Marsha Textile Co., a closeout fabric store owned by his father and grandfather. Marsha took over the family business in 1990 and worked to grow it into something bigger. “I grew it slow, I didn’t borrow money. I just took the cashflow over the years and grew it into a big, big company. I didn’t really have a banker at all. I didn’t really need one.”

When catastrophic flooding hit South Carolina in October 2015, water destroyed Marsha’s entire fabric inventory and nearly destroyed the lower level of his store, wrecking structural havoc, tearing out sheetrock and destroying the carpeting. The damages came to about $1.4 million. Crews spent hours cleaning after the floods receded. All that was left of Marsha’s business was a shell.

He had to act fast. Marsha bought a space two doors down from his store. Marsha kept his inventory in the upper level of his original store and cut the fabric in his new space. Lenders made offers to help him rebuild, but Marsha wanted better terms. He was speaking to state officials about the flood when he met some SBA disaster assistance specialists.

Marsha recalled how he felt at the time: “I couldn’t crawl back into business, I needed to sprint back into business.”

He received a low-interest, fixed-rate SBA disaster loan.
The SBA bent over backward to help me get back in business. I couldn’t have asked for a better situation. I really couldn’t.”

Michael Marsha
Owner/President
Forest Lake Drapery and Upholstery Fabric Center

disaster loan for $735,000, which Marsha used to rebuild the property, replace inventory, and install storm shields to protect the property from future floods.

Forest Lake Fabrics reopened a year later and saw back-to-back months of record sales. He rebuilt even stronger and was excelling. SBA assistance didn’t stop with construction. Marsha still regularly consults with his local SBA district office staff for help with online marketing.

“Not only does SBA disaster assistance lend you money, but local staff help me find out ways to make money to make sure I’m in a profitable situation to pay them back,” he says. “It’s security.”

Now, three years after the flood, Marsha is doing so well, the SBA recently presented him with the Phoenix Award for Outstanding Small Business in Disaster Recovery. “The SBA bent over backward to help me get back in business,” Marsha says. “I couldn’t have asked for a better situation. I really couldn’t.”

Working Together

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.
Three Brothers Bakery is no stranger to difficult times. The business got its start in Chrzanow, Poland in the early 1800s as Morris Jucker’s Bakery. Jucker’s twin boys, Sigmund and Sol, started out in the business in 1932 when a baker’s strike meant only family members could work the ovens—this started a lifetime of camaraderie and partnership between the brothers. They worked together through the outbreak of World War II and the invasion of Poland, enduring internment in a Nazi concentration camp when they were 19. After their liberation, Sigmund and Sol Jucker joined their younger brother, Max, and immigrated to America. Living in Houston, Texas, the three brothers returned to their family roots and established their bakery in 1949, near one of the city’s bayous on Braeswood Boulevard. Today, the three locations of the kosher Eastern European bakery are owned by Sigmund’s son Bobby Jucker and his wife, Janice.

The family has continued to weather storms. Hurricane Ike in 2008 brought 12 inches of rain, destroying the bakery roof. Hurricane Harvey in 2017 poured four and a half feet of water...
into the building. Photos of the bakery’s submerged parking lot went viral on social media.

After each disaster, the family had some money for recovery, but not nearly enough. There was so much to purchase, so much to repair. Each time, Three Brothers turned to the U.S. Small Business Administration’s disaster assistance program for help.

The SBA was a saving grace for the Juckers, providing money and resources they wouldn’t otherwise have access to. “If it weren’t for the SBA, we would’ve been out of business—twice,” Janice Jucker says. “There was no way we would have had the cash to recover.”

Houston is recovering, but there’s still work to be done. “People are buying sofas and socks,” Janice Juckers says, “But they are not yet buying as many cakes and other baked goods.” She remains optimistic for a full recovery. The Juckers are also leading an effort to craft legislation that would encourage consumers to shop in areas affected by a disaster—to help rebuild broken economies.

With help from their local SBA district office, the bakery is rebranding, working on a new website, and investing in new marketing strategies. “Everything the SBA does—everything they do—is good,” she says.
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 aquaculture businesses, 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.

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 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 of important contractors and vendors you plan to use in an emergency.
- Make sure you know your suppliers’ recovery plans.

Plan for an alternative 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

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**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

Cost of contract: up to $6.5 million

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

For Federal Contracts

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

Cost of contract: up to $10 million

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

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 35 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.

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

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

Kevin Valdes
Seattle, WA (206) 553-7277

Jennifer C. Bledsoe
Washington, DC, (202) 205-6153
Assistance with Exporting

Businesses that export are less dependent on any one market. Exporting also broadens the market and stabilizes sales for those who make seasonal products.

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

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

Financing for International Growth

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: generally prime + a reasonable rate capped at 2.75 percent
Terms: up to 25 years for real estate, up to 10 years for equipment, up to seven years for lines of credit
Guarantee: up to 90 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

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

Max loan amount: $500,000
Interest rate: typically not to exceed prime + 6.5 percent
Terms: up to 25 years for real estate, up to 10 years for equipment, up to seven years for lines of credit
Guarantee: up to 90 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

Expert Advice on Exporting

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

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

STEP 2 FIND BUYERS

STEP 3 GET FUNDING
Staying Power

Evans Capacitor Co. of Rhode Island was chosen as the SBA’s 2018 National Small Business Subcontractor of the Year for its customer care.

WRITTEN BY JESS WALKER
Powering some of America’s greatest defense and aerospace technologies is a small product from a small business located in the smallest state. Evans Capacitor Co. of Rhode Island is a leading manufacturer of high energy density capacitors, battery-like components that can release stored electrical energy quickly—crucial in applications such as laser or radar systems.

“The best and most rewarding feeling is when we have visitors to our plant, be they customers, politicians, or even from the SBA, who look around and are truly astonished by what we do right here in East Providence,” says Charles Dewey, cofounder and CEO of Evans Capacitor. “They are always smiling and surprised when they see our great employees actually building these devices by hand.”

In 1996, Dewey and his cousin and cofounder Dave Evans spun Evans Capacitor out of an old family business. Dewey handled the business model and finances, and Evans spearheaded engineering and development. Evans’s hybrid capacitor invention, which combined electrolytic with electrochemical technology, had come to him in a dream. He made that dream into a reality, but the market for it was not immediately robust. A licensing deal with medical device producer Wilson Greatbatch Technologies incorporated the invention into capacitors for implantable defibrillators, jump-starting the young company.

Evans Capacitor has been a subcontractor since its beginning, with most products sold commercially to defense contractors. Its client base now extends into commercial aviation and the oil and gas industry. “Dave Evans and I decided early on that we would work on what we knew,” says Dewey. “He invented a lot of stuff, but only some things were business-viable. We stuck to what worked and built a niche.”

Evans Capacitor prides itself on its responsiveness to customers. When a client once needed a smaller product, the company repackaged its round capacitor into a square, which provided more energy using the same footprint. Another client’s comments about overheating resulted in a capacitor that reduced resistance by half, effectively doubling the power while decreasing the need for cooling. “Listening to our customers is critical so we know which direction to focus our efforts,” says Colin McClennan, vice president and general manager. It’s a practice that pays off in relationships and recognition: Longtime customer Lockheed Martin
nominated Evans Capacitor for the 2018 National Small Business Subcontractor of the Year, which the company went on to win.

The State Trade Expansion Program, administered by the SBA’s Office of International Trade, has helped Evans Capacitor smooth the peaks and valleys of production through expansion of its customer base. A national export initiative, the STEP grant awards matching funds to states and territory governments to help small businesses enter and thrive in international markets.

For the past two years, Evans Capacitor has used Rhode Island STEP funding to send representatives to global exhibits, create trade show materials, and revamp its website for international audiences. The company has been represented as far away as India, Spain, and the United Kingdom. “We’ve done programs with [STEP assistance] we likely wouldn’t have done otherwise,” says McClennan. “I expect we’ll continue using it.”

Running a small business can be hard, but the close-knit environment makes it worthwhile. When McClennan joined the company in 2000, he thought he’d live in Rhode Island for a year or so before moving back to Ohio. Eighteen years later, he still finds every day at the 47-employee plant engaging and ever-changing. “You’re able to have such an impact in a small business,” he says, “as opposed to working in a large corporation where the impact of your efforts might be much more diluted.”

Dewey is happy for other entrepreneurs to learn from Evans Capacitor’s experience. “We hope the SBA uses us as a model, especially to other small businesses looking to get into subcontracting and defense work,” he says. “It is a daunting undertaking for a commercial company, but it’s been our lives since day one, so maybe we can help.” For other small businesses, no matter the industry, Dewey recommends they hone in on their niches. “Don’t stray, stay focused, and be the best you can be. As Dave says, ‘You have to play the hand you’re dealt.’ But you can learn to play it well.”

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 to find your local office.
4. Talk to a local Small Business Development Center counselor (see page 8) or visit a Procurement Technical Assistance Program adviser. Find your closest center at aptac-us.org.
5. Obtain a free DUNS number at fedgov.dnb.com/webform.
6. Register with the System for Award Management (sam.gov) to start doing business with the government.
7. 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.
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 certification 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:

- 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 can 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, 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 a track record of work and that you have potential for continued 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.

HUBZones
Businesses located in Historically Underutilized Business Zones, [sba.gov/hubzone](http://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, [maps.certify.sba.gov/hubzone/map](http://maps.certify.sba.gov/hubzone/map).

» have at least 35 percent of your employees residing in a HUBZone

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](http://sba.gov/ovbd). After you have set up to do business with the government in [sam.gov](http://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.
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](http://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](http://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](http://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 [sba.gov](http://sba.gov).

5. **Search the database**
   - Search the FedBizOpps database ([fbo.gov](http://fbo.gov)) for your new business opportunity.
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