U.S. Small Business Administration

MASSACHUSETTS EDITION 2019

Small Business

RESOURCE GUIDE

How To Grow Your BUSINESS in Massachusetts

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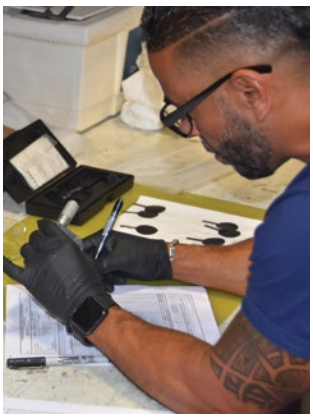

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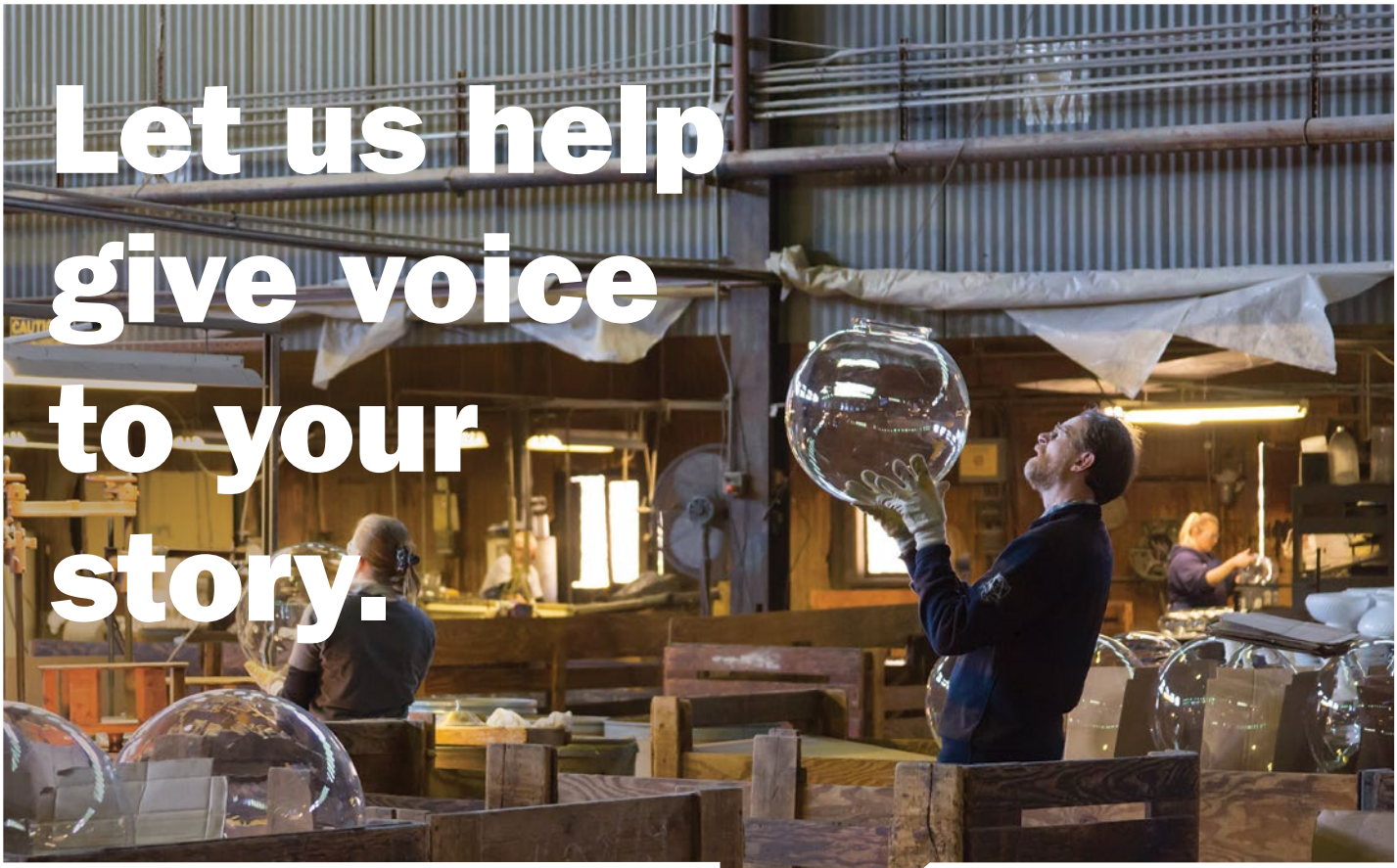

Let us help give voice to your story.

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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?

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NARRATIVE
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Got big plans for your small business?

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email: **katkelly@websterbank.com**

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- Consulting Services
- Networking
- Certification
- Supportive community

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Springfield, MA 01109
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District Director Letter

Welcome to the 2019 edition of the U.S. Small Business Administration's Massachusetts District Office *Small Business Resource Guide*. Massachusetts is home to 652,661 small businesses, and nearly all of them are eligible for SBA assistance, according to our SBA Office of Advocacy. The SBA Massachusetts District Office can connect you with a dedicated network of resource partners, community collaborators, city and state agencies--all working together to help small businesses start, grow, expand, and recover after a disaster. This last year, our district office empowered the state's small businesses to:

- Receive small business financing with the help of an SBA guarantee or SBA support. Our 7(a), 504, and microloan programs helped 2,498 small businesses obtain $754 million total in SBA-backed financing. If you're interested in SBA-backed international trade loans, the Massachusetts Export Center can help you to finance the deal and find new markets. Give the SBA's Lender Match tool a try at **sba.gov/lendermatch**. This online tool connects small business owners and entrepreneurs with lenders interested in working with you.
- Get strategic business planning assistance by meeting one-on-one with our dedicated network of business advisers, including SCORE chapters, the Center for Women & Enterprise, Massachusetts Small Business Development Centers, and the Veterans Business Outreach Center. For assistance in going global, reach out to the SBA export trade finance manager at the Massachusetts Export Center.
- Explore ways to increase revenue by selling your goods and services to the government at the local, state or federal level. SBA certification programs help small businesses better compete in the public sector. SBA contracting experts help you navigate the process and succeed. Visit **certify.sba.gov** or schedule a free consultation with a Procurement Technical Assistance Center representative near you.

Sign up for SBA event updates at **sba.gov/ma** or follow us on Twitter @SBA_MA. Attend workshops, networking and matchmaking events, or online events. We want to be your small business go-to resource and help you to become our next Massachusetts small business success story!

Sincerely,

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District Director
SBA Massachusetts District Office

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LOCAL BUSINESS ASSISTANCE

LANDMARK PEST MANAGEMENT

Bitten by the Business Bug

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.

LANDMARK PEST MANAGEMENT

LANDMARK PEST MANAGEMENT

"We couldn't have done it without the SBA."

Rebecca Fyffe
Founder
Landmark Pest Management

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.

SBA Resource Partners

No matter your industry, location, or experience, if you have a dream, the SBA is here to help you realize it. Our SBA Resource Partners extend our reach, offering free or low-cost mentoring, counseling, and training to help you start-up and thrive at all stages of the business life cycle.

There are more than

300 SCORE chapters

980 Small Business Development Centers

100 Women's Business Centers

20 Veterans Business Outreach Centers

SCORE

Join the ranks of other business owners who have experienced higher revenues and increased growth thanks to 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.

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

SCORE

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

Greater Boston Chapter 20

SBA Massachusetts District Office
10 Causeway St., room 265
Boston
(617) 565-5591
boston.score.org

Northeast Massachusetts Chapter 411

Lynn Area Chamber of Commerce
583 Chestnut St., unit 8
Lynn
(978) 922-9441
info@scorenemass.org
nemassachusetts.score.org

Cape Cod and the Islands Chapter 225

270 Communications Way, suite 5A
Hyannis
(508) 775-4884
capecodscore@verizon.net
capecod.score.org

Southeastern Massachusetts Chapter 422

Metro South Chamber of Commerce
60 School St.
Brockton
(508) 587-2673
sema.score.org

Western Massachusetts Chapter 228

Scibelli Enterprise Center
1 Federal St.
Springfield
(413) 785-0314
contact.0228@scorevolunteer.org
westernmassachusetts.score.org

Worcester Regional Chapter 173

Worcester Regional Chamber of Commerce
446 Main St., suite 200
Worcester
(508) 753-2929
info@scoreworcester.org
worcester.score.org

Rhode Island Chapter

Serving Fall River & New Bedford
SBA Providence District Office
380 Westminster St., suite 511
Providence, RI
(401) 226-0077
ri.score.org

Small Business Development Centers

Berkshire Regional Office
33 Dunham Mall, suite 103
Pittsfield
(413) 499-0933
msbdc.org/berkshire

Central Regional Office
Clark University
The Carriage House
125 Woodland St.
Worcester
(508) 793-7615
clarku.edu/offices/sbdc

Northeast Regional Office
Salem State University
Enterprise Center
121 Loring Ave., suite 310
Salem
(978) 542-6343
sbdc.salemstate.edu

Southeast Regional Office
200 Pocasset St.
Fall River
(508) 673-9783
msbdc.org/semass

Western Regional Office
Scibelli Enterprise Center
1 Federal St., building 101
Springfield
(413) 577-1768
msbdc.org/wmass

Massachusetts Export Center
State Transportation Building
10 Park Plaza, suite 3730
Boston
(617) 973-6610
mass.gov/export

Women's Business Centers

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

Eastern Massachusetts Center for Women & Enterprise
24 School St., seventh floor
Boston
(617) 536-0700
info.easternma@cweonline.org

Central Massachusetts Center for Women & Enterprise
69 Milk St., suite 217
Westborough
(508) 363-2300
info.centralma@cweonline.org

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

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.

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

Your Advocates

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

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

To submit a comment about how your business has been hurt by an existing regulation, visit **sba.gov/ombudsman/comments**

Advocacy

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

Your advocate helps with these small business issues:

- if your business could be negatively affected by regulations proposed by the government
- if you have contracting issues with a federal agency
- when you need economic and small business statistics

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

Ombudsman

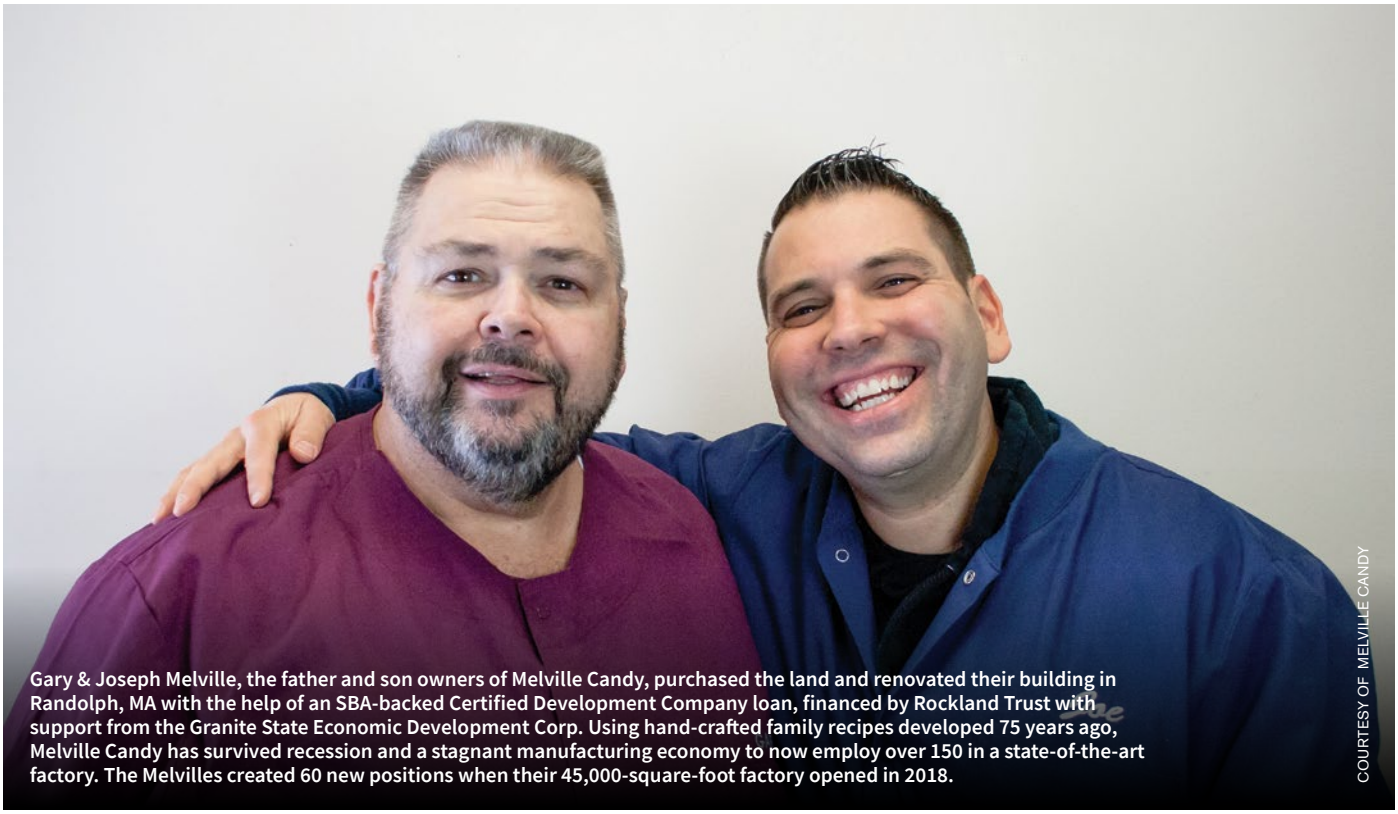
Entrepreneurs who have an issue with an existing federal regulation or policy can receive assistance from the SBA's national ombudsman.

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.



Gary & Joseph Melville, the father and son owners of Melville Candy, purchased the land and renovated their building in Randolph, MA with the help of an SBA-backed Certified Development Company loan, financed by Rockland Trust with support from the Granite State Economic Development Corp. Using hand-crafted family recipes developed 75 years ago, Melville Candy has survived recession and a stagnant manufacturing economy to now employ over 150 in a state-of-the-art factory. The Melvilles created 60 new positions when their 45,000-square-foot factory opened in 2018.

COURTESY OF MELVILLE CANDY

How to Start a Business in Massachusetts

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.

The Commonwealth of Massachusetts website has a comprehensive Business Resources section to help guide you to starting a business, visit **mass.gov**. The Mass BizWorks program connects businesses to many money-saving services offered by the state at no-cost to businesses, visit **mass.gov/mass-bizworks**.

Market Research

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

Business License & Zoning

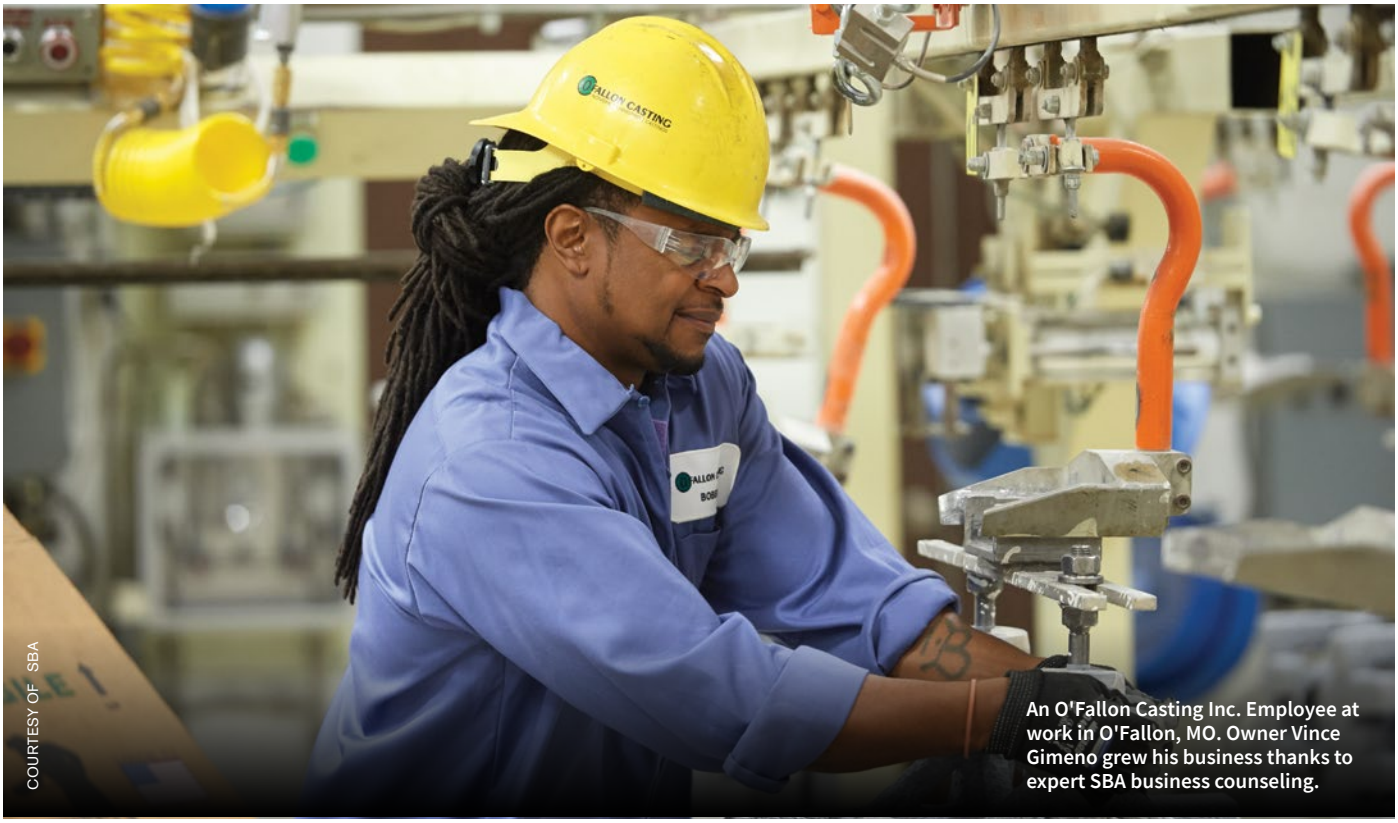
Licenses are typically administered by a variety of state and local departments. It is important to consider zoning regulations when choosing a site for your business. Contact the local business license office where you plan to locate your business. You may not be permitted to conduct business out of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

» **Office of Consumer Affairs and Business Regulation**
(888) 283-3757 or (617) 973-8787
mass.gov/consumer

Name Registration

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

» **Secretary of the Commonwealth**
Corporations Division
McCormack Building
1 Ashburton Place, 17th floor
Boston
(617) 727-9640
www.sec.state.ma.us



COURTESY OF SBA

An O'Fallon Casting Inc. Employee at work in O'Fallon, MO. Owner Vince Gimeno grew his business thanks to expert SBA business counseling.

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**

Boston
JFK Federal Building
15 New Sudbury St.
(617) 316-2850

Brockton
120 Liberty St.
(508) 586-4671

Fitchburg
881 Main St.
(978) 342-0016

Hyannis
75 Perseverance Way
(508) 775-0029

Springfield
1550 Main St.
(413) 788-0284

Stoneham
1 Montvale Ave.
(781) 835-4350

Worcester
120 Front St.
(508) 793-8227

» **State Taxes**

Massachusetts Department of Revenue call center
Monday-Friday 8:30 a.m.–4:30 p.m.
(617) 887-6367 or (800) 392-6089

Personal Income, Business, Corporate & Miscellaneous taxes
(617) 887-6367

District Office Counter Locations:
Monday-Friday 9 a.m.–5 p.m.
100 Cambridge St., second floor, Boston

218 S. Main St., Fall River

60 Perseverance Way, Hyannis

333 East St., Pittsfield

436 Dwight St., Springfield

67 Millbrook St., Worcester

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.

Employee Insurance

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

» **Department of Industrial Accidents workers' comp online database**
IT Unit Help Desk
1 Congress St., suite 100
Boston
(617) 727-4900 x7302

» **Massachusetts Health Connector**
(877) 623-6765
www.mahealthconnector.org

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**.

» **MA Department of Energy and Environmental Affairs**
Environmental Engineer Jim Cain
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mass.gov/eea/ota

» **U.S. Department of Agriculture**
(413) 253-4300
rd.usda.gov
farmers.gov

» **U.S. Fish and Wildlife Service**
Northeast Regional Office
(413) 253-8200
fws.gov

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.

» **Commonwealth of Massachusetts Child Support Enforcement Division**
(800) 332-2733 or (617) 660-1234

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.

COURTESY OF THE SBA

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

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 Registration of a Trademark**
Secretary of the Commonwealth Corporations Division
McCormack Building
1 Ashburton Place, 17th floor
Boston
(617) 727-9640
corpinfo@sec.state.ma.us

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

Small Business Assistance from Massachusetts State

Your small business can receive resources to grow and expand from the Massachusetts Office of Business Development, (617) 973-8600. Connect with a regional director for information on these state resources.

Western MA region
Debra Boronski
(413) 733-5357
debra.boronski@state.ma.us

Northeast MA region
Maria DiStefano
(978) 745-2387
maria.g.distefano@state.ma.us

Southeast MA region
Maria Marasco
(508) 730-1498
maria.marasco@state.ma.us

Central MA, MetroWest & Merrimack Valley regions
Peter Milano
(978) 970-1193
peter.milano-sea@state.ma.usi

Reeves Clippard used the business knowledge he acquired in the SBA Emerging Leaders program to grow A/R Solar in Seattle, WA.

COURTESY OF THE SBA

Economic Development

1Berkshire
(413) 499-1600
1berkshire.com

Ascentria Care Alliance
ascentria.org
(774) 243-3100

Associated Industries of Massachusetts
(617) 262-1180
aimnet.org

Boston Planning & Development Agency
(617) 722-4300
bostonplans.org
bostonbusinessloans.org

The Capital Network
(781) 591-0291
thecapitalnetwork.org

City of Boston Mayor's Office of Economic Development
(617) 635-0355
boston.gov/departments/economic-development

Cooperative Fund of New England
(800) 818-7833
cooperativefund.org

Fairmount Innovation Lab
(617) 456-1131
fil594.org

Greater New England Minority Supplier Development Council
(617) 578-8900
gnemsdc.org

Harvard Innovation Lab
(617) 495-3677
i-lab.harvard.edu

Interise
(617) 350-6300
interise.org

Mass Challenge Inc.
(888) 782-7820
masschallenge.org

Massachusetts Manufacturing Extension Partnership
(508) 831-7020
massmep.org

Massachusetts Technology Collaborative
(508) 870-0312
www.masstech.org

MIT Enterprise Forum
(617) 475-8100
mitef.org

Roxbury Innovation Center
(617) 858-6462
roxburyinnovationcenter.org

Somerville Economic Development Division
(617) 625-6600 x2500
somervillema.gov

Springfield Office of Planning & Economic Development
(413) 787-6020
springfield-ma.gov

The Venture Forum
theventureforum.org

Venture Cafe Foundation
(617) 475-0711
vencaf.org

Worcester Division of Business Assistance
(508) 799-1400
worcesterma.gov

Export Assistance

Massachusetts U.S. Export Assistance Center
(617) 565-4301
2016.export.gov/massachusetts

Massachusetts Export Center
(617) 973-6610
mass.gov/export

Massachusetts Office of International Trade & Investment
(617) 973-8543
mass.gov/moiti

Chambers of Commerce

Amherst area
(413) 253-0700
amherstarea.com

Arlington
(781) 643-4600
arlcc.org

Assabet Valley
(978) 568-0360
assabetvalleychamber.org

Bedford
(781) 275-8503
bedfordchamber.org

Southern Berkshire
(413) 528-4284
southernberkshirechamber.com

Blackstone Valley
(508) 234-9090
blackstonevalley.org

Brookline
(617) 739-1330
brooklinechamber.com

Burlington area
(781) 273-2523
burlingtonchamberofcommerce.org

Greater Boston
(617) 557-7310
bostonchamber.com

Cambridge
(617) 876-4100
cambridgechamber.org

Cape Ann
(978) 283-1601
capeannechamber.org

Cape Cod Canal region
(508) 759-6000
capcodcanalchamber.org

Cape Cod
(508) 362-3225
capecodchamber.org

Central Mass South
(508) 347-2761
cmschamber.org

Chatham
(508) 945-5199
chathamcapecod.org

Chicopee
(413) 594-2101
chicopeechamber.org

Corridor Nine area
(508) 836-4444
corridornine.org

Cranberry Country
(508) 947-1499
cranberrycountry.org

Eastham
(508) 240-7211
easthamchamber.com

East of the River 5
(413) 575-7230
erc5.com

Greater Easthampton
(413) 527-9414
easthamptonchamber.org

Fall River area
(508) 548-676-8226
fallriverchamber.com

Franklin County
(413) 773-5463
franklincc.org

Greater Gardner
(978) 632-1780
gardnerma.com

Greater Shelburne Falls area
(413) 625-2526
gsfaba.org

Harwich
(508) 432-1600
harwichcc.com

Greater Haverhill
(978) 373-5663
haverhillchamber.com

Holden area
(508) 829-9220
holdenareachamber.org

Greater Holyoke
(413) 534-3376
holycham.com

Hyannis area
(508) 362-5230
hyannis.com

Lexington
(781) 862-2480
lexingtonchamber.org

Greater Lowell
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greaterlowellchamber.org

Lynn
(781) 592-2900
lynnareachamber.com

Marlborough region
(508) 485-7746
Marlboroughchamber.org

Martha's Vineyard
(508) 693-0085
mvy.com

Mashpee
(508) 477-0792
mashpeechamber.com

Massachusetts Chamber
(617) 512-9667
masscbi.com

Melrose
(781) 665-1522
melrosechamber.org

Merrimack Valley
(978) 686-0900
merrimackvalleychamber.com

Metro South
(508) 586-0500
metrosouthchamber.com

Metro West
(508) 879-5600
metrowest.org

Middlesex West
(978) 263-0010
www.mwcoc.com

Milford area
(508) 473-6700
milfordchamber.org

Michael Gutman & Yael Gutman grew New England Urgent Care in West Hartford, CT thanks to an SBA-backed 7(a) loan.

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(508) 228-1700
nantucketchamber.org

Nashoba Valley
(978) 772-6976
nvcoc.com

Neponset Valley
(781) 769-1126
nvcc.com

New Bedford area
(508) 999-5231
newbedfordchamber.com

Greater Newburyport
(978) 462-6680
www.newburyportchamber.org

Newton-Needham
(617) 244-5300
nnchamber.com

North Central Massachusetts
(978) 353-7600
northcentralmass.com

North Quabbin
(781) 249-3849
northquabbinchamber.com

North Shore
(978) 774-8565
www.northshorechamber.org

North Suburban
(781) 933-3499
northsuburbanchamber.com

Greater Northampton
(413) 584-1900
explorenorthampton.com

Orleans
(508) 255-1386
orleanscapecod.org

Peabody
(978) 531-0384
peabodychamber.com

Plymouth area
(508) 830-1620
plymouthchamber.com

Provincetown
(508) 487-3424
ptownchamber.com

Quaboag Hills
(413) 283-2418
qhma.com

Revere
(781) 289-8009
reverechamber.org

Salem
(978) 744-0004
salem-chamber.org

Sandwich
(508) 873-9755
sandwichchamber.com

Saugus
(781) 233-8407
sauguschamber.com

Springfield region
(413) 787-1555
myonlinechamber.com

Somerville
(617) 776-4100
somervillechamber.org

South Shore
(617) 479-1111
southshorechamber.org

Stoneham
(781) 438-0001
stonehamchamber.org

Stoughton
(781) 297-7450

Taunton area
(508) 824-4068
tauntonareachamber.org

Tri-Town
(508) 339-5655
www.tri-townchamber.org

United region
(508) 222-0801
unitedregionalchamber.org

U.S.–Eastern region
(401) 831-8885
uschamber.com

Wachusett
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wachusettareachamber.org

Waltham West Suburban
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wellesleychamber.org

Greater Westfield
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westfieldbiz.org

West of the River
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ourwrc.com

Williamstown
(413) 458-9077
williamstownchamber.com

Winthrop
(617) 846-9898
winthropchamber.com

Worcester region
(508) 753-2924
worcesterchamber.org

Yarmouth area
(508) 778-1008
yarmouthcapecod.com

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PREFERRED LENDERS 7(A) TERM LOAN	PREFERRED LENDERS 7(A) TERM LOAN	SBA EXPRESS LINE OF CREDIT	PREFERRED LENDERS 7(A) TERM LOAN	SBA EXPRESS LINE OF CREDIT	PREFERRED LENDERS 7(A) TERM LOAN

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A STEP AHEAD

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8 Tips for Building Your Business Support Network

It never hurts to have a supportive network around you.

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

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

1 Alumni

Reconnect with college and/or high school staff and classmates by letting them know what you are doing now and what you have accomplished, or plan to accomplish in your business. There might be opportunities to collaborate with your university or community college by speaking at the school, hiring seasonal workers, or bidding on a project.

If you have children or are engaged in your local community, this strategy applies to reaching out to the PTA or a similar group within the school.

2 Chambers of Commerce

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

3 SCORE

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

4 Faith-based community

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

5 Extracurricular groups

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

6 Former coworkers

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

7 Professional organizations or conferences

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

8 Online groups via forums, private Facebook groups, or Slack communities

Thanks to the internet and social networking, interfacing with other business owners across the world is much easier. Building connections that go beyond day-to-day business matters can provide new ideas and different perspectives with other business owners.

WRITTEN BY **Ijeoma S. Nwatu**, CONTRIBUTOR

Cybersecurity Essentials for Small Businesses

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

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

What is cybersecurity?

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

Why is cybersecurity so important?

Consider all the information you have that needs to be secure:

- Personal information for employees
- Partner information
- Sensitive information for customers/ clients
- Financial and sensitive business information

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

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

What are common cyber threats and crimes?

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

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

Data theft can come in various forms, and the problems that come with it depend on what kind of data is stolen. Some examples include:

- Theft of computer files
- Theft of laptops, computers, and devices
- Interception of emails
- Identity theft

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

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

What can I do to protect my business?

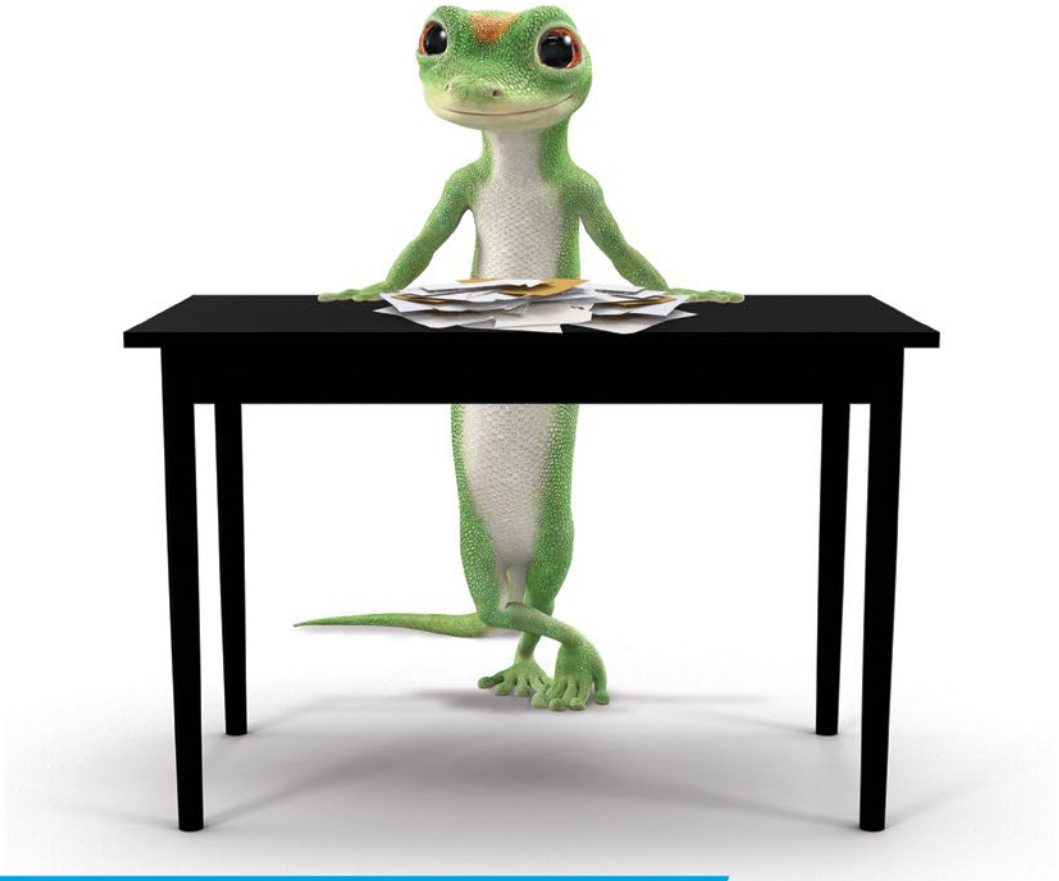
The first step in protecting your business's information is establishing comprehensive, up-to-date security policies. Make sure your employees know and adhere to your policies and best practices for internet and email. Here are just a few to keep in mind:

- Don't respond to popup windows telling you to download drives.
- Don't allow websites to install software on your device.
- Don't reply to unsolicited emails. Use screen locks and shut off your computer at the end of the day.

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

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

WRITTEN BY **Katie Murray**, CONTRIBUTOR



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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.

Business plans help you run your business

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

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

Pick a business plan format that works for you

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

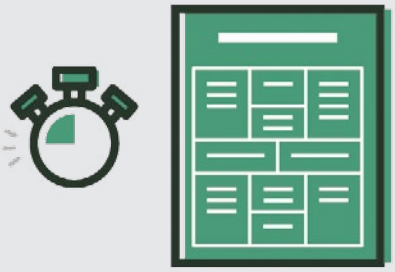
Which business plan format is right for you?

Traditional Business Plan

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

Lean Startup Plan

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



TRADITIONAL BUSINESS PLAN FORMAT

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

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

Executive Summary

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

Company Description

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

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

Market Analysis

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

Organization and Management

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

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

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

Service or Product Line

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

Marketing and Sales

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

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

Funding Request

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

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

Financial Projections

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

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

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

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

Appendix

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

TRADITIONAL BUSINESS PLAN CHECKLIST

- Executive summary
- Company description
- Market analysis
- Organization and management
- Service or product line
- 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.

Want to see an example of a business plan?

View examples of both business plan formats at **sba.gov/business-guide/plan/write-your-business-plan-template**

LEAN STARTUP PLAN CHECKLIST

- Key partnerships
- Key activities
- Key resources
- Value proposition
- Customer relationships
- Customer segments
- Channels
- Cost structure
- Revenue streams

> "If you *fail* to plan, you are *planning* to fail."
>
> **Benjamin Franklin**

How Do I Find an EIN?

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

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

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

What is an EIN?

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

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

Who needs an EIN?

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

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

How to apply for an EIN

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

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

Changing your business structure? Get a new EIN

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

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

Using your EIN to make tax deposits

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

Lost your EIN?

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

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

Not sure whether you need an EIN?

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

Do you have employees?

❒ YES ❒ NO

Do you operate your business as a corporation or a partnership?

❒ YES ❒ NO

Do you file any of these tax returns: employment, excise, or alcohol, tobacco and firearms?

❒ YES ❒ NO

Do you withhold taxes on income, other than wages, paid to a non-resident alien?

❒ YES ❒ NO

Do you have a Keogh plan?

❒ YES ❒ NO

Are you involved with any of the following types of organizations?

- Trusts, except certain grantor-owned revocable trusts, IRAs, Exempt Organization Business Income Tax Returns
- Estates
- Real estate mortgage investment conduits
- Nonprofit organizations
- Farmers' cooperatives
- Plan administrators

❒ YES ❒ NO

WRITTEN BY **Caron Beesley**, CONTRIBUTOR

10 STEPS to Start Your Business

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

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

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

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

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

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

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

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

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

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

10 Open a business bank account.
A small business checking account can help you handle legal, tax, and day-to-day issues. The good news is it's easy to set one up if you have the right registrations and paperwork ready.

Programs for Entrepreneurs

SBA's Emerging Leaders program helps grow businesses.

Business executives looking for their next educational opportunity will find it in the SBA's Emerging Leaders program.

Participants in the intense seven-month Emerging Leaders entrepreneurship program are selected through a competitive process. The program fosters a learning environment that accelerates the growth of high-potential small businesses, while providing training and peer networking sessions. Emerging Leaders graduates have reported gaining more than $300 million in new financing and securing over $2.16 billion in government contracts. For information about the Emerging Leaders program, visit **sba.gov/emergingleaders**.

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

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

Jack Goodison, a veteran, grew his business in North Kingstown, Rhode Island, J. Goodison Co., with the help of an SBA-guaranteed 504 loan.

Programs for Veterans

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

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, both in and out of the contiguous United States.

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 65.

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.

Julia Sweet

CEO, GILDED TOMATO CO.
Rehoboth, MA

Julia Sweet started her business by growing her own toppings for her pizzas, which she then sold from a food truck. From there, Gilded Tomato Co. has grown into a socially conscious enterprise with its own product line. Julia's commitment to farm-to-table catering started at her farm in Rehoboth, near the Massachusetts and Rhode Island border. The SBA and other local business entities have been there for Julia as she supports the community. Julia helps develop workers for the job market, taking on students from the Johnson & Wales University College of Culinary Arts. She developed her line of Gilded Tomato pizza doughs with local ingredients thanks to expert business advice from the local, state, and federal level. Using spent grain, a beer after-product rich in fiber, protein and nutrients, Gilded Tomato offers four specialty pizza doughs and wood-fired beer pretzels sold in restaurants, sports bars, breweries, and hotels.

- **What challenge did you have?** My first five years in business were challenging because I was a seasonal business, as most farms are, and I had to struggle to maintain profitability. I was always looking for new ways to generate revenue. I finally found that with help from my business mentors.

- **What was the SBA solution?** I adapted my business plan for year-round solvency thanks to expert counselors at the Rhode Island Center for Women & Enterprise and the University of Rhode Island Small Business Development Center, both powered by the SBA. I've also been supported by the Ocean State Business Development, a certified development company, and the United States Department of Agriculture. Gilded Tomato net profits increased gradually; I reinvested for incremental growth. I discovered how to develop my own line of products while never cutting corners on quality. I was fortunate to have support from local economic development stakeholders. I was also helped along the way by key resources from both the Massachusetts and Rhode Island business communities.

- **What benefit did this have for you?** The SBA Resource Partner network allowed me to explore opportunities to grow my business. My local SBA district office guided me toward free assistance from other federal agencies, such as the USDA. I took advantage of programs for small rural businesses under the Farm Service Agency and Natural Resources Conservation Service. Thanks to this assistance, I'm building a sustainable year-round business. I also used the Environmental Quality Incentives Program, which helped lay the groundwork for building a high-tunnel system to extend my farming season year-round. I recommend other small business farmers connect with a Natural Resources Conservation Service field office representative.

- **What's your secret ingredient for business success?** Many innovative and talented chefs guided me while I perfected my products. Chefs Ciril Hitz, Richard Miscovich, and Chef Val Molinelli of Johnson & Wales all helped in product formulation and wood-fired cooking. I'm also grateful to organizations like the Hope & Main nonprofit incubator program for getting me through the early stages. Social Enterprise Greenhouse gave my business a soul and guided me in becoming a socially conscious venture. Our business evolution often seems surreal to me. As a social enterprise, we feel wealthy beyond words, helping others as part of our model. Working in the gardens is an uplifting experience, as is primeval live-fire cooking in these clay ovens. I feel such joy in offering a wholesome, healthful meal to our customers.

COURTESY OF GILDED TOMATO CO.

“The SBA Resource Partner network allowed me to explore opportunities to grow my business.”

Julia Sweet
CEO, Gilded Tomato Co.

ADVERTISEMENT

We're Builders at Heart

Building a successful business is no easy feat. You're responsible for managing financing, cashflow, hiring, payroll, taxes—all of which are areas that are challenging enough on their own before you take into account the efforts required to find and retain profitable customers.

Whether your business is creating products or offering services, you'll need to build your brand and find a way to reach your most valuable customers and prospects.

Like you, we're builders at heart. At Facebook, we've built a company that connects billions of people around the world. Our teams are constantly iterating, solving problems and working together to empower people to build community and connect to one another in meaningful ways.

We've also built powerful tools that help millions of small businesses to expand their reach, find new customers, and subsequently drive transactions and build lasting relationships with them.

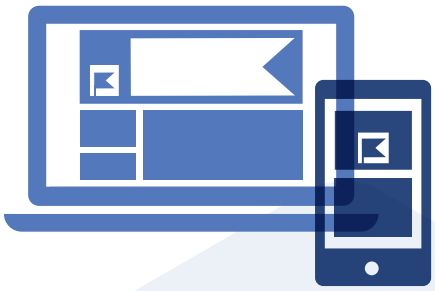
For example, Lloyd Taco, a food truck and restaurant company based in Buffalo, New York, built their business from scratch using a Facebook Business Page (and Page tools) as their go-to platform for engaging with the community. The actions they took on their page included announcing the truck's whereabouts, managing promotions and communicating directly with customers. As of mid-2018, the company reported:

- 37% of new customers learned about Lloyd Taco from Facebook
- 42,000 people reached per week, on average
- 15 hours saved per week by prescheduling Facebook post publishing

While it's easier than ever before to make your small business brand big by leveraging mobile technology and social media, we know it can be daunting for entrepreneurs and owners who are not experienced digital marketers.

That is why we created Facebook Blueprint—a global education program that offers free, self-paced courses (online and video). It will help you master the tools and create effective marketing on Facebook and Instagram. From Creating a Facebook Business Page to Audience Targeting to Campaign Measurement, there's a course for everyone whether you're a beginner or advanced.

3 Tips for Building Your Brand Online



You're building a business, which means you're also building your brand. These days, the first place people look when learning more about a business is online, and having a Facebook Business Page gives you a chance to make important information about your business easily accessible.

Here are 3 tips to set up your Facebook Business Page (and to make the most of Page tools) so you can be on your way to reaching your business goals.

1 **Create a place for people to "meet your business" online**
You can create your Facebook Business Page in minutes. It's simple, free, and looks great on both desktop and mobile. Be sure to select the Page template and action buttons (e.g. Shop Now, Send a Message, Write a Recommendation) that make the most sense for your business.

2 **Build an active and engaged audience for your business**
Grow your audience by inviting people who may be interested in what you have to offer to like your Business Page. Your audience will likely consist of a wide variety of people — friends or family who are fans of your product/content, potential customers, current customers and former customers. Posting on your Business Page is a great way to let your customers and fans know what your business is up to. Keep customers interested and engaged with product or service updates, special promotions, event notifications and more.

3 **Manage many aspects of your business from your Page**
In addition to posting, there are many more ways for you to use your Page to manage your business:

- **Encourage customers to take specific actions** - Drive more transactions with Page features tailored for your business type. For example, you can schedule appointments or take reservations, drive people to your website's shop or donate page, or provide a link for your app or game to encourage people to download.
- **Offer great customer service** - People can communicate with your business through Messenger—it's a familiar and convenient way to answer questions or help out a customer. You can even create and save responses to common inquiries to cut down on response time.
- **Post an open job** - Reach qualified job candidates where they're already spending their time—on Facebook. You can post job opportunities on your Business Page for free.
- **Share on offer** - Create coupons and discounts right from your Page to let people know about specials and deals—it can help you re-engage existing customers and attract new ones.
- **Promote an event** - If you're hosting an event for your business, you can use Facebook Events to spread the word. Share key details (time, location, etc.), increase attendance and sell tickets.
- **Sell things on Marketplace** - Connect your products and services to your local community by listing things to Facebook Marketplace. You can target buyers on the go with mobile-friendly listings.

Want to grow your business but don't know where to start?

Download and print your free 'Grow Your Business' digital infographic which provides a list of recommended online courses for 6 marketing challenges commonly faced by businesses.

https://fb.me/start-your-learning-here

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FUNDING PROGRAMS

Financing Your Small Business

A Deal is Inked

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

WRITTEN BY **Pam Kasey**

COURTESY OF J. EMILIO FLORES

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

COURTESY OF J. EMILIO FLORES

COURTESY OF J. EMILIO FLORES

Mark Moralez believes that what sets Printing Palace apart in a changing industry is his talented work force and their customer service.

> **"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."**

Mark Moralez
Owner
Printing Palace

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."

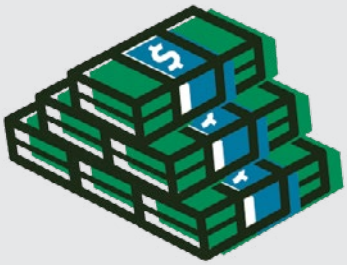
At a time when print shops routinely struggle and fail, Printing Palace has secured its place. "Revenues have stayed steady," Moralez says. "But we've streamlined everything, so we're a lot more efficient and profitable than we were. In an industry that peaked 10 years ago and has slowly been in decline, 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."

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.



Lender Match

Visit your local SBA office for a lender referral, or use Lender Match, sba.gov/lendermatch. The SBA's online tool connects entrepreneurs with SBA Lenders interested in making small business loans in your area.

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

CAPlines

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

SBA Express Loan

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

MAX LOAN AMOUNT: $350,000

INTEREST RATE: for loans less than $50,000, prime + 6.5 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

Community Advantage Program

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

INTEREST RATE: prime + 6 percent

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

GUARANTEE: 75 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

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

SBA Lenders

Our participating SBA Lenders serve all Massachusetts unless otherwise noted. Banks are organized by the SBA liaison in that location.

ABINGTON

Abington Bank
6 Harrison Ave.
(781) 878-0045
Frank Davis

ADAMS

Adams Community Bank
2 Center St.
(413) 749-1125
Donna Halton

AMESBURY

Provident Bank
5 Market St.
(978) 834-8561
Kendra Finch

ANDOVER

Northmark Bank
69 Park St.
(978) 475-5000
Dan Griffin

ARLINGTON

Cambridge Savings Bank
626 Massachusetts Ave.
(617) 575-8563
Jeff Hansel

Leader Bank
180 Massachusetts Ave.
(781) 641-7546
Patrick Daaboul

AUBURNDALE

Village Bank
319 Auburn St.
(617) 340-1209
John Tarpinian

BOSTON

Berkshire Bank
121 Congress St.
(781) 223-6141
Paul Kelly

Blue Hills Bank
1920 Centre St.
(617) 360-6599
Robert Landsvik

Boston Private Bank & Trust Co.
10 Post Office Square
(617) 912-4252
Anna Bautista

Brookline Bank
131 Clarendon St.
(617) 927-7961
Gretchen Annese

Cathay Bank
621 Washington St.
(617) 338-4700
Grant Pattison

The Cooperative Bank
40 Belgrade Ave.
(857) 203-9509
Miguel Rosado

Customers Bank
1 International Place
(781) 771-3919
Jennifer Mason

Eastern Bank
265 Franklin St.
(617) 897-1091
Charles Smith

First Priority Credit Union
100 Swift St.
(800) 949-7628 x1228
J. Eric Rich

JPMorgan Chase Bank
50 Rowes Wharf
(617) 428-2192
Claire Jin

OneUnited Bank
100 Franklin St
(617) 457-4400
Teri Williams

People's United Bank
1 Post Office Square
(617) 292-5111
John DeFranza

Radius Bank
1 Harbor St.,
suite 201
(215) 375-6434
Phil Winn

Santander Bank
28 State St.
(617) 861-7851
Meaghan Giansiracusa

TD Bank
200 State St.
(860) 757-5226
Jeffry K. Pierce

Wells Fargo & Co.
125 High St.
(857) 504-2403
Bob Beveridge

BRAINTREE

Liberty Bay CU
350 Granite St.
(617) 439-6575
Paul Gravellese

BRIDGEWATER

Bank of America
10 Mall Road
(617) 434-1005
Andreas Hirsemann

Bridgewater Credit Union
75 Main St.
(508) 279-2450
Natalie Began

BROCKTON

Crescent Credit Union
(508) 408-6322
Cheryl McCormick

HarborOne Bank
770 Oak St.
(508) 895-1291
Joan Richards

CAMBRIDGE

Cambridge Trust Co.
1336 Massachusetts Ave.
(617) 441-1451
Stephen Sall

East Cambridge Savings Bank
344 Cambridge St.
(617) 551-2420
Timothy E. Bombard

CANTON

Bank of Canton
490 Turnpike St.
(781) 830-6220
John Sharry

CHELSEA

Metro Credit Union
200 Revere Beach Parkway
(617) 889-7736
David Egan

CLINTON

Clinton Savings Bank
200 Church St.
(978) 365-3475
Leonard T. Anctil

COHASSET

Pilgrim Bank
40 S. Main St.
(781) 236-0908
Stephen K. Lucitt

DANVERS

NorthEast Community Bank
66 Elm St.
(978) 716-3225
Leonel Espinal

Dedham Institution for Savings
55 Elm St.
(781) 329-6700 x835
Robert Leary

DRACUT

Washington Savings Bank
100 Broadway
(978) 569-1505
Gerard Freschette

EASTHAMPTON

Easthampton Savings Bank
241 Northampton St.
(413) 779-2410
Sandra Brakey

EDGARTOWN

Martha's Vineyard Savings Bank
78 Main St.
(508) 627-4697
Philip Mercier

EVERETT

Eagle Bank
350 Broadway
(617) 394-3631
Derek Delaney

Everett Co-Operative Bank
419 Broadway
(617) 387-1110
Joe Keohane

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79 North Main St.
(774) 888-6315
Alicia Ambrose

Bristol County Savings Bank
215 Pleasant St.
(508) 678-1862
Joan Medeiros

St. Anne's Credit Union of Fall River
286 Oliver St.
(508) 991-4446
Gerald Rego

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Rollstone Bank & Trust
780 Main St.
(978) 343-2168
Nicole Kalloch

Workers' Credit Union
815 Main St.
(978) 353-7176
William Mullin

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Florence Bank
85 Main St.
(413) 587-1724
Michael Davey

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MutualOne Bank
160 Cochituate Road
(508) 532-8364
Andrew E. Zelman

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Dean Bank
21 Main St.
(508) 528-0088
Judith Alfred

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Athol Savings Bank
196 Timpany Blvd.
(978) 321-5017
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GFA Federal Credit Union
(978) 632-2542
Joan Moran

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(978) 675-9929
Mark Grenier

Cape Ann Savings Bank
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(978) 282-5732
Andrew Marques

GREAT BARRINGTON

Salisbury Bank & Trust
210 Main St.
(860) 596-2470
Joseph (Jody) Law

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Greenfield Cooperative Bank
62 Federal St.
(413) 772-6140
Barb Campbell

Greenfield Savings Bank
400 Main St.
(413) 775-8153
A.J. Bresciano

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200 Westgate Center Drive
(413) 256-5560
Jeffrey Simpson

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2036 Washington St.
(781) 982-6546
Michael Savage

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Hanscom Federal Credit Union
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(781) 698-2186
Phil Purcell

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Haverhill Bank
(978) 556-4273
James Henebry

Pentucket Bank
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(978) 556-5447
Charles Walker

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James T. Wolohan

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Meghan Gregoire Parnell

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Cape Cod Five Cents Savings Bank
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Andrew M. Foss

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(508) 568-1205
Karen Gallagher

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(978) 356-8153
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(978) 398-0725
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(413) 243-9295
Christopher Kinne

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John Peculis

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(978) 466-7215
Todd Sibley

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Align CU
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(978) 275-2701
Ray Wrobel

Jeanne D'Arc Credit Union
581 Merrimack St.
(978) 323-4714
Janine Velazquez

Lowell Five Cent Savings Bank
34 John St.
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Antonio Mendieta

Sage Bank
15 Hurd St.
(978) 322-7043
Kathleen Connery

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(413) 589-9966
Hayley Jorge

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(339) 883-9218
Jerry Dorr

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80 N. Main St.
508-851-3678
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(781) 631-5500
Mark Llewllyn

National Grand Bank of Marblehead
91 Pleasant St.
(781) 631-6000
Cynthia Latham

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Digital Federal Credit Union
220 Donald
Lynch Blvd.
(508) 804-9689
Angela M. Meany

Main Street Bank
81 Granger Blvd.
(508) 460-4154
Chris Berglund

St. Mary's Credit Union
46 Lizotte Drive
(508) 490-6779
Armand Fernandez

MEDFORD

Century Bank
400 Mystic Ave.
(781) 393-6058
Nancy Marsh

MEDWAY

Charles River Bank
70 Main St.
(508) 533-8661
Derek Plourde

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(508) 946-4455
Cynthia Stiglitz

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Shane Elder

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Millbury Federal Credit Union
50 Main St.
(508) 865-7614
Joe Ledoux

Millbury National Bank
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(508) 865-9521
John Latino

Millbury Savings Bank
109 Elm St.
(508) 581-6253
William Kerrissey

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Monson Savings Bank
197 Main St.
(413) 267-1205
Michael Rouette

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David Bennett

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Plain Ave.
(781) 474-5435
Michael Semizoglou

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(978) 225-8740
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2223 Washington St.
(617) 340 8313
Ricky Lam

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(413) 663-2189
Steve Munger

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North Brookfield Savings Bank
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(508) 867-0732
Rick Eagan

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Homefield Credit Union
86 Worcester St.
(774) 293-9233
Jennifer Marble

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Norwood Bank
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(781) 440-4272
John Galvani

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Hometown Bank
31 Sutton Ave.
(508) 499-1886
Deanna Mills

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North Shore Bank
248 Andover St.
(978) 538-7052
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Greylock Federal Credit Union
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(413) 236-4810
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(413) 629-1603
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54 North St.
(413) 448-6162 x101
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Seamen's Bank
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(508) 487-0035 x1129
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Webster Bank
475 Hancock St.
(617) 416-6567
Kathleen Kelly

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(508) 884-3348
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(781) 670-1805
Joseph Scurio

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Rockland Federal Credit Union
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(800) 562-7328
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(978) 312-6810
Karl Wilson

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Cathryn Kent

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10 Elm St.
(978) 977-6008
Josefina Silva

Salem Five Cents Savings Bank
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Linda Fountain

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(508) 841-0698
Mike Murphy

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Winter Hill Bank
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(617) 629-3333
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North Easton Savings Bank
20 Eastman St.
(508) 297-8012
Michael J. Carriero

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Savers Bank
(508) 765-7389
John Fearing

Southbridge Credit Union
155 Main St.
(508) 909-7194
Jordan Hoy

SPENCER

Cornerstone Bank
176 Main St.
(508) 885-5313
Steve Quink

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Freedom Credit Union
1976 Main St.
(413) 355-5188
David Chase

Arrha Credit Union
145 Industry Ave.
(413) 732-9812
Allison Harland

KeyBank
225 Park Ave.
(781) 255-6547
John Figmic

United Bank
95 Elm St.
(413) 726-2327
Becky S. Elias

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Stoneham Bank
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(781) 481-5795
Michael Connelly

STOUGHTON

Envision Bank
10 Cabot Place
(781) 573-1356
Martie Dwyer

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BayCoast Bank
330 Swansea
Mall Drive
(508) 235-9541
Timothy Cole

TAUNTON

Mechanics Cooperative Bank
308 Bay St.
(508) 884-2155
Joseph Baptista Jr.

Taunton FCU
14 Church Green
(508) 824-6466
Matthew Ledin

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MA Business Development
500 Edgewater Drive, suite 555
(781) 928-1133
Paul Flynn Jr.

The Savings Bank
357 Main St.
(781) 486-5309
Peter Johnston

WALPOLE

Walpole Co-Operative Bank
982 Main St.
(508) 660-6549
Tracy Murphy

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RTN Federal Credit Union
600 Main St.
(781) 736-9984
Timothy Brown

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Country Bank for Savings
75 Main St.
(413) 277-2016
Andrew Sullivan

WELLESLEY

Wellesley Bank
40 Central St.
(781) 489-4537
Jon Barnes

WESTBOROUGH

Avidia Bank
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Joseph Sova

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Westfield Bank
141 Elm St.
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(508) 890-9043
Cheryl Begin

UniBank for Savings
24 Gold Star Blvd.
(508) 849-4346
Sean O'Connell

Webster First Federal Credit Union
271 Greenwood
(508) 671-5120
Jim Vasil

Webster Five Cents Savings Bank
100 Front St.,
suite 1900
(508) 438-4711
Robert Totaro

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BankNewport
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Douglas Hanson

Bank of New England
(603) 894-5700

Bank Rhode Island
(401) 574-1657
Scott LaJoie

Business Lenders
(860) 244-9202
Penn Ritter

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(207) 209-0294
Mary J. Childs-Mayer

Citizens Bank
(401) 468-6127
Gary Heidel

Coastway Community Bank
(401) 455-3200
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First Citizens Federal Credit Union
(774) 628-7817
Wayne Carvalho

Home Loan and Investment Bank
(401) 773-9867
Jarred Burrell

Independence Bank
(401) 886-4600
Jennifer Hoffman-Brion

Newtek Small Business Finance Inc.
(212) 356-9510
Rob Rabuck

Washington Trust Co.
23 Broad St.
(401) 348-1396
Sandra L. Liese

Community Advantage Lenders

Accion USA
10 Fawcett St.,
suite 204
Cambridge
(617) 625-7080
us.accion.org

Cape & Islands Community Development Inc.
5 Shoot Flying
Hill Road
Centerville
(508) 362-3755
coastalcommunitycapital.org

Common Capital Inc.
120 Maple St., fourth floor
Springfield
(413) 233-1680
common-capital.org

New Bedford Economic Development Council Inc.
1213 Purchase St., second floor
New Bedford
(508) 991-3122
nbedc.org

North Central Massachusetts Development Corp.
860 South St.
Fitchburg
(978)353-7600
northcentralmass.com

South Eastern Economic Development Corp.
80 Dean St.
Taunton
(508) 822-1020
seedcorp.com

Participating Certified Development Companies

Bay Colony Development Corp.
230 Third Ave.,
first floor
Waltham
(781) 891-3594
baycolony.org

Coastal Community Capital
5 Shoot Flying
Hill Road
Centerville
(508) 790-2921
coastalcommunitycapital.org

Granite State Development Corp.
(603) 436-0009
granitestatedev.com

New England Certified Development Corp.
500 Edgewater Drive, suite 555
Wakefield
(781) 928-1100
cdcnewengland.com

Ocean State Business Development Authority
Serving Bristol, Norfolk, and Worcester counties
(401) 454-4560
osbda.com

South Eastern Economic Development Corp.
80 Dean St.
Taunton
(508) 822-1020
seedcorp.com

Worcester Business Development Corp.
89 Shrewsbury St., suite 300
Worcester
(508) 755-5734
thewbdc.com

Participating Microlenders

Accion USA
10 Fawcett St., suite 204
Cambridge
(617) 625-7080
us.accion.org

Common Capital Inc.
Serving Berkshire, Franklin, Hampshire, Hampden, and parts of Worcester counties
120 Maple St., fourth floor
Springfield
(413) 233-1680
common-capital.org

Community Teamwork Inc.
Serving Essex and Middlesex counties
Merrimack Valley Small Business Center
165 Merrimack St.
Lowell
(978) 654-5673
commteam.org

Dorchester Bay Economic Development Corp.
Serving Dorchester, Roxbury, Mattapan, Hyde Park, Jamaica Plain, and Roslindale
594 Columbia Road, suite 302
Dorchester
(617) 533-9567
dbedc.org

Economic Development Industrial Corporation of Lynn
Serving the city of Lynn
Lynn City Hall
3 City Hall Square, room 307
Lynn
(781) 581-9399
ediclynn.org

Bristol County Economic Development Corp.
Serving the city of Fall River
139 S. Main St., suite 400
Fall River
(508) 324-2620
froed.org

Massachusetts Growth Capital Corp.
Schrafft's City Center
529 Main St., suite 201
Charlestown
(617) 523-6262
massgcc.com

New Bedford Economic Development Council
Serving the city of New Bedford
1213 Purchase St., second floor
New Bedford
(508) 991-3122
nbedc.org

North Central Massachusetts Development Corp.
Serving Franklin, Worcester, and Middlesex counties
860 South St.
Fitchburg
(978) 353-7600
northcentralmass.com

South Eastern Economic Development Corp.
Serving Barnstable, Norfolk, Bristol, Plymouth, Dukes, and Nantucket counties
80 Dean St.
Taunton
(508) 822-1020
seedcorp.com

Small Business Investment Companies

PVP Fund I
1 Bank St.
Williamstown
(518) 720-3090
Russell Howard
russ@primary.vc

Crescent Direct Lending SBIC Fund
100 Federal St., 31st floor
Boston
(617) 854-1501
John Bowman
john.bowman@crescentcap.com

Gemini Investors
20 William St., suite 250
Wellesley
(781) 237-7001

III
David Millet
mkeis@gemini-investors.com

VI, V, IV
Matthew Keis
mkeis@gemini-investors.com

Lancet Capital Health Ventures
245 First St., suite 1800
Cambridge
(617) 444-8582
William Golden
wgolden@lancetcapital.com

Ticonderoga SBIC
25 Braintree Hill Park, suite 200
Braintree
(781) 416-3400
Craig Jones
cjones@ticonderogacap.com

Lineage Capital II
399 Boylston St., suite 450
Boston
(617) 778-0672
T. Parker
brook@lineagecap.com

Seacoast Capital Partners IV
55 Ferncroft Road, suite 110
Danvers
(978) 750-1300
Thomas Gorman
tgorman@seacoastcapital.com

Seacoast Capital Partners III
55 Ferncroft Road, suite 110
Danvers
(978) 750-1311
Thomas Gorman
tgorman@seacoastcapital.com

Long River Ventures III
7 N, Pleasant St., suite 2C
Amherst
(413) 587-2155
Tripp Peake
tpeake@longriver
ventures.com

Crystal Financial SBIC
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Boston
(617) 428-8700
Ward Mooney
colin@crystalsbic.com

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- Local decision making with quick approvals
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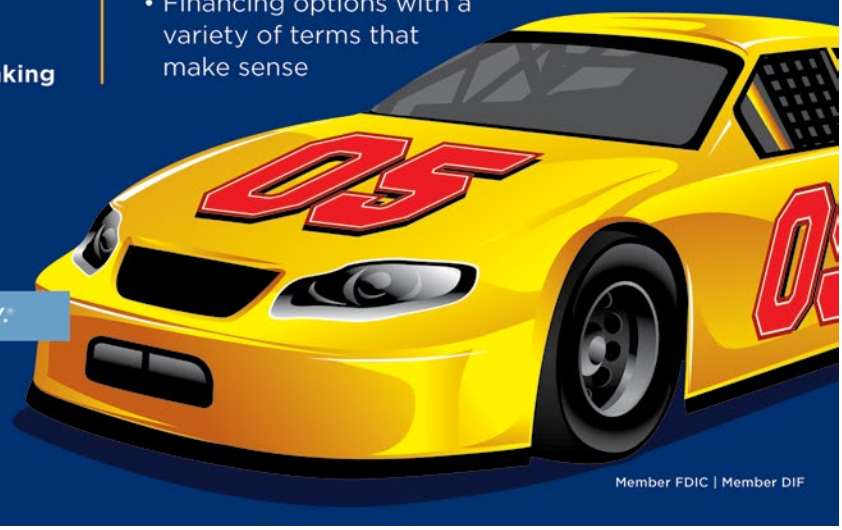

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FUNDING PROGRAMS

U.S. Small Business Administration

Financing 101

What you need, when you need it!

1 What do you need funding for?

- Start or purchase a business
- Purchase, renovate or expand facilities
- Purchase inventory, equipment or machinery
- Revolving credit/working capital for day-to-day expenses
- Export a product or service

I need investors!

SBA's SBIC Program could be a great option for you.

I need to research and develop a business idea for commercialization.

You may need the SBIR or STTR Program.

I'm bidding on a contract that requires me to be bonded.

Ask for information on SBA's Surety Bond Program.

2 Do you need help with your business plan or loan package?

If so, SBA Resource Partners can help! Ask for a local list.

3 Now that you have your business plan and loan package ready, contact an SBA Lender to see if you qualify! There are two options...

A. Check out Lender Match (www.sba.gov/lendermatch) to search national SBA Lenders who may specialize in your industry or type of project.

B. Visit an active SBA Lender in your area. Ask your nearest SBA District Office for a list of local SBA Lenders.

Be prepared to discuss:

- Size and purpose of your loan
- Size and age of your business
- Your credit history
- Collateral
- Financial projections
- Your technical assistance/ mentoring needs

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
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

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

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.

Benefits of Exporting

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

STEP 1 GET COUNSELING

STEP 2 FIND BUYERS

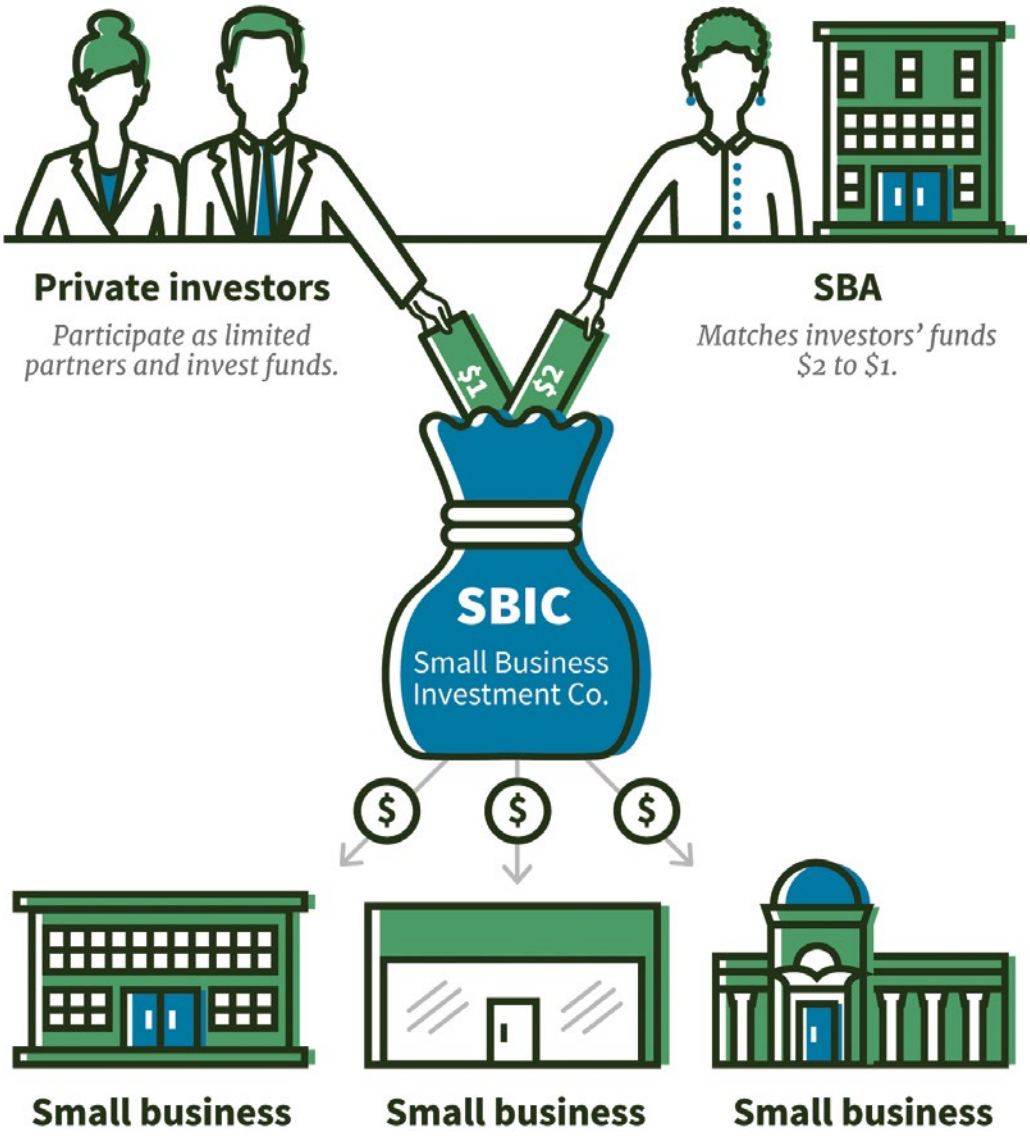
STEP 3 GET FUNDING

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.

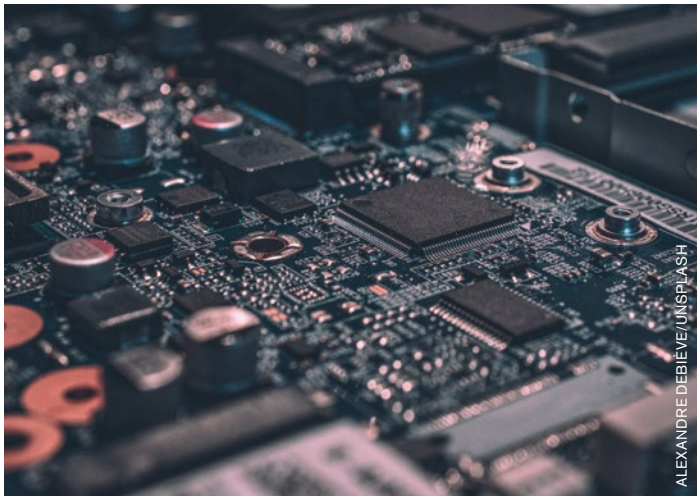
Mature, profitable businesses with sufficient cash flow to pay interest are more likely to receive an investment from an SBIC. Each one has its own investment profile in terms of targeted industry, geography, company maturity, the types and size of financing they provide. Search the SBIC directory by 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.

OUSA CHEA/UNSPLASH


ALEXANDRE DEBIEVE/UNSPLASH

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

COURTESY OF FOREST LAKE DRAPERY AND UPHOLSTERY FABRIC CENTER

FOREST LAKE DRAPERY AND UPHOLSTERY FABRIC CENTER

FOREST LAKE DRAPERY AND UPHOLSTERY FABRIC CENTER

After the Flood

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," he says. "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

> **“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

FOREST LAKE DRAPERY AND UPHOLSTERY FABRIC CENTER

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**.

COURTESY OF KATRINA KIDDER

"We Would Have Been Out of Business Twice"

SBA disaster assistance helps a Houston bakery recover after disaster.

WRITTEN BY **CARLEE LAMMERS**

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 camraderie 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

COURTESY OF THREE BROTHERS BAKERY

COURTESY OF THREE BROTHERS BAKERY

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.

Disaster Declarations

Who to contact after a disaster is declared by the President

Register with FEMA at **disasterassistance.gov**, call (**800) 621-3362,** TTY: **800-462-7585**, or visit a Disaster Recovery Center. Locations can be found at **fema.gov/drc.**

Businesses are automatically referred to the SBA. Most homeowners and renters will be referred by FEMA to the SBA to apply for disaster loan assistance. You must complete the SBA application to be considered for assistance. If the agency cannot help you with a loan for all your needs, the SBA will, in most cases, refer you back to FEMA.

Express Bridge Loan Pilot Program

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

Loan Amount: $25,000

Terms: up to 7 years

Guarantee: 50 percent

Who to contact after a disaster is declared by the SBA

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

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

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

Information needed to get started:

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

How an SBA Disaster Loan Works

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

Verification & Processing

An SBA loss verifier will estimate the total loss to your property damaged by the disaster. A loan officer determines your creditworthiness and eligibility after reviewing any insurance or other recovery funds. The SBA can approve and disburse a loan while your insurance recovery is pending. You will be advised in writing of all loan decisions.

- Terms may go up to 30 years. The SBA sets terms based on each borrower's ability to repay, no early payoff fees or penalties.
- Rates are low, based on the type of loan and if you have credit available elsewhere.

For Physical Damages

A business of any size and any nonprofit may borrow up to $2 million to repair or replace damaged or destroyed real estate, machinery and equipment, inventory, and other business assets.

- A homeowner may borrow up to $200,000 to repair/replace primary residence damage.
- A homeowner or renter may borrow up to $40,000 to repair/replace damage to personal property, including vehicle losses.

For Economic Injury

The SBA also offers economic injury disaster loans for up to $2 million to help meet working capital needs caused by a disaster.

- Who are eligible: small businesses, small agricultural cooperatives, small 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

Surety bonds help small businesses win construction, supply, and service contracts.

Surety bonds help small businesses win construction, supply and service contracts by providing the customer with a guarantee the work will be completed. Many contracts require surety bonds, which are offered by surety companies. The SBA guarantee provides an incentive for surety companies to work with small businesses that would normally not be able to obtain the bond. Eligible small businesses can receive the bonding assistance necessary to compete for contracting and subcontracting jobs using the **Surety Bond Guarantee Program**. This program is aimed at small businesses that lack the financial resources or performance track record necessary to secure bonding through regular commercial channels.

Small businesses that often come to the SBA for surety bonds:

- **Startups and firms** in business less than three years
- **Businesses with credit issues** or internally prepared financial statements
- **Subcontract trades** with a desire to establish their own bonding as a prime contractor
- **Those wishing to increase** their current bonding limits

1

Surety bonds are requested

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

2

Surety partners with business

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

3

The SBA guarantees

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

4

Small businesses benefit

Small businesses get SBA-guaranteed surety bonds so they can get to work.

For Public and Private Prime Contracts and all Subcontracts

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

Cost of contract: up to $6.5 million

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

80 percent for all other small businesses.

For Federal Contracts

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

Cost of contract: up to $10 million

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

80 percent for all other small businesses.

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

CONTRACTING

Doing Business with the Government

COURTESY OF EVANS CAPACITOR CO.

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

Evans Capacitor built its business by being a subcontractor that sells its products to defense contractors. The company is expanding into commercial aviation and the oil and gas industry.

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.

Government Contracting

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

1

Does the government buy the product or service that you sell?

- ✓ Continue to question 2.
- X Government contracting may not be for you at this time.
- ? Start with your local SBA District Office. If you can't identify at least three federal agencies that might buy what you sell, contracting might not be right for you.

2

Are you capable of fulfilling a government contract (e.g., time, staffing, and materials)?

- ✓ Continue to question 3.
- ? Your local SBA District Office can help you gauge ramp-up time and other factors that contribute to government contracting success.

3

Confirm your answer to all of the following:

- Is the majority owner(s) a U.S. citizen?
- Does your company have a place of business in the U.S.?
- Is your business organized for profit?
- Does your business generate revenue?

- ✓ Continue to question 4.
- X These are requirements for participation in government contracting programs.

4

Are you credit worthy?

- ✓ Continue to question 5.
- X Visit an SBA Resource Partner for tips on repairing your credit.
- ? Talk to an SBA Lender about how to build credit.

5

Do you have an accounting system that produces financial statements, such as profit and loss statements, balance sheets, and cash flow projections?

- ✓ Continue to question 6.
- X Before you get into government contracting, make sure your accounting system is compatible with the government's requirements.

6

Do you have cash on hand to purchase working inventory, if needed?

- ✓ Continue to question 7.
- X Talk to an SBA Lender about getting a line of credit or a loan to do business with the government.

7

Do you already have federal/state/local government contracting experience?

- ✓ Continue to question 8.
- X If you don't yet have contracting experience, you won't reap the full benefit of opportunities like the 8(a) Business Development Program. You can only participate in the 8(a) program once in a nine-year period, so make sure it's the right time for you.

8

Do you know where to find contracting opportunities?

- ✓ Continue to question 9.
- X Ask an SBA Business Opportunity Specialist for help.

9

Do you have the following:

- A DUNS number?
- The NAICS codes and size standards for your industry?
- SAM registration?

- ✓ Continue below.
- X This is a requirement for participation in some government contracting programs.

It sounds like you may be a good fit for government contracting!
Visit your local SBA District Office or **sba.gov/contracting** for more information.

SBA Contracting Programs

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

The federal government sets aside contracts for small business, and these 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:

- Proteges must have a mentor prior to applying for the program. Visit your local SBA office for guidance. Ask about the SBA's Resource Partners and the Procurement Technical Assistance Program for help in connecting you with a mentor business.
- You must be certified as a small business within your NAICS industry classification and have experience in that field.
- Mentors and proteges must be organized for profit or as an agricultural cooperative.
- Mentors cannot own more than 40 percent equity in the protege's business.
- An SBA determination of affiliation must not exist between the mentor and the protege. All Small-approved partnerships receive an exclusion of affiliation for contracting purposes.

8(a) Business Development Program

If you're an entrepreneur who is socially and economically disadvantaged, you 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.

An O'Fallon Casting Inc. employee at work in O'Fallon, MO. Owner Vince Gimeno grew his business thanks to expert SBA business counseling.

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, HUBZones, **sba.gov/hubzone**, must be certified to gain special access to federal contracts. To qualify for the program, a small business must:

- be at least 51 percent owned and controlled by a U.S. citizen(s), a Community Development Corporation, an agricultural cooperative, or an Indian tribe
- be located within a HUBZone, which includes Indian reservations and military facilities closed by the Base Realignment and Closure Act. Enter your address in our interactive map to see if your business is located in a HUBZone, **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**. After you have set up to do business with the government in **sam.gov**, update your status as a service-disabled veteran business.

Keep in mind

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

By the Numbers

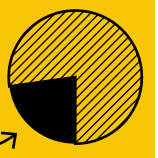
The U.S. government is the largest single purchaser of goods and services in the world. Every year it awards more than

$500 billion

in contracts.

Of those prime contracts, the federal government must set aside 23 percent for small businesses.

This includes:



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

Regional/State Contracting Programs

Minority and women-owned businesses receive certification and other business assistance from the Massachusetts Office of Supplier Diversity
1 Ashburton Place, 13th floor, suite 1313
Boston
(617) 502-8831
mass.gov/sdo

Set up a vendor profile, receive bid notices in your areas of interest, and submit quotes to do business with the state at COMMBUYS, the state's procurement site.
(888) 627-8283
commbuys@state.ma.us
commbuys.com

If you are a federal prime contractor and are interested in participating in the Department of Defense Northeast Regional Council for Small Business Education and Advocacy, contact Chair Eva Marie D'Antuono at (978) 318-8427 or evamarie.dantuono@usace.army.mil
dodneregional.org

Procurement Technical Assistance Centers

Businesses that want to sell products or services to federal, state, or local governments receive one-on-one counseling and training at Procurement Technical Assistance Centers, free or low cost.

How can a procurement assistance center help you?

» A center adviser can help you determine if your business is ready for government contracting.

» An adviser can help you register in the System for Award Management (**sam.gov**).

» Your adviser will help you see if you are eligible for any small business certifications and programs.

Federal contracting can be complex, but you don't have to do it alone. Visit **sba.gov/localassistance** to find your local SBA office or an SBA Resource Partner near you (see page 8).

Scibelli Enterprise Center
1 Federal St.
Springfield
(413) 545-6303
ptachelp@msbdc.umass.edu
msbdc.org/ptac

Women-Owned Small Business Certification

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

Here's how to get certified:

1. Make sure you're eligible

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

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

2. Register

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

3. Certify

Self-certify as a woman-owned small business or an economically disadvantaged woman-owned small business for free, or obtain certification from one of the SBA's approved third-party certifiers (which costs a fee):

- El Paso Hispanic Chamber of Commerce
- National Women Business Owners Corporation
- U.S. Women's Chamber of Commerce
- Women's Business Enterprise National Council

All required documents must be uploaded to **certify.sba.gov** prior to submitting an offer on a contract set aside for the program.

4. Update your status

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

5. Search the database

- Search the FedBizOpps database (**fbo.gov**) for your new business opportunity.

Progressive Casualty Ins. Co. & Affiliates. Business and Workers' Compensation coverage provided and serviced by affiliated and third party insurers.

Small business is no small task.

So Progressive offers commercial auto and business insurance that makes protecting yours no big deal.

Local Agent | ProgressiveCommercial.com

PROGRESSIVE
COMMERCIAL

People's United Bank®

What know-how can do®

You don't just need a bank. You need the people behind the bank.

We're the bank that understands our role. Always behind you—on the ready to support you. Our Business Advantage Checking offers all the things your business needs. Because a bank should be built around your business goals, not the other way around.

Let's meet and build something together.

peoples.com

800-772-1090

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