U.S. Small Business Administration

2019 EDITION

Small Business

RESOURCE GUIDE

How to Grow Your BUSINESS in Washington and Northern Idaho

Mike Runion | 7 Seas Brewing *Craft beer pioneer | BMX enthusiast | Occasional chainsaw artist*

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CONTENTS

Washington and Northern Idaho 2019

Local Business Assistance

8 **National Success Story**
Rebecca Fyffe launched Landmark Pest Management with the help of the SBA-supported Women's Business Development Center.

11 **Local SBA Resource Partners**

14 **Your Advocates**

15 **How to Find an EIN**

16 **10 Tips to Build and Grow Your Busines**

18 **How to Start a Business**

26 **Local Success Story**
Stepping Stones Therapy Network is a team of occupational and speech therapists that helps children of all ages achieve their developmental milestones.

28 **Write Your Business Plan**

31 **Programs for Veterans**

32 **Programs for Entrepreneurs**

31 **10 Steps to Start Your Business**

34 **8 Tips for Building Your Business Support Network**

35 **Cybersecurity Essentials for Small Business**

ON THE COVER Photo of Stepping Stones Therapy, courtesy of the SBA.

Funding Programs

36 **National Success Story**
With the help of a 7(a) business acquisition loan of $1.1 million, Mark Moralez and John Briggs purchased Printing Palace in Santa Monica becoming small business owners.

39 **Need Financing?**

40 **SBA Lenders**

47 **Assistance with Exporting**

48 **Investment Capital**

49 **Federal Research & Development**

50 **National Success Story**
Forest Lake Drapery and Upholstery Fabric Center in Columbia, South Carolina, rebounds thanks to an SBA disaster assistance loan.

52 **National Success Story**
Three Brothers Bakery weathers two hurricanes with the help of the SBA's disaster assistance program.

54 **SBA Disaster Loans**

55 **How to Prepare Your Business for an Emergency**

56 **Surety Bonds**

Contracting

58 **National Success Story**
Evans Capacitor Co. of Rhode Island, a leading manufacturer of high-energy density capacitors, gains contracting success with SBA assistanced.

62 **SBA Contracting Programs**

64 **Woman-Owned Small Business certification**

THE U.S. SMALL BUSINESS ADMINISTRATION

A MESSAGE FROM THE ADMINISTRATOR

This year the U.S. Small Business Administration marks its 65th year helping small businesses start, grow and succeed. The Agency remains committed to its core missions: advocating for entrepreneurs and helping them access capital, government contracts, counseling and disaster assistance. As Administrator of the SBA, I am honored to serve as a member of President Trump's cabinet and represent the interests of America's 30 million small businesses.

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

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

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

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

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

Regards,
Linda McMahon
SBA Administrator

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www.evergreen504.com

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District Director Letter

Welcome to the 2019 edition of the *U.S. Small Business Administration's Seattle District Office Small Business Resource Guide*. Our team takes great pride in serving communities across the state of Washington and northern Idaho. The SBA helps make the American dream of small business ownership a reality. We are the only federal agency dedicated to helping our 30 million small businesses start, grow, expand, and recover after a disaster. The SBA Seattle District — with offices in Seattle and Spokane — works with an extensive network of business advisers and lenders to help more than 615,900 Washington and northern Idaho small businesses at every stage of development. Across Washington and northern Idaho during the past year, we empowered small businesses to:

- Find an ally, advocate or mentor via 37 locations of our SBA Resource Partners, which includes SCORE, Small Business Development Centers, Women's Business Centers, and the Veterans Business Outreach Center, all powered by the SBA.
- Access more than $907.9 million in SBA-guaranteed loans using 115 local banks, credit unions, community-based lenders, and microlenders. Our small businesses have hired thousands of new employees, bought needed equipment, and built/renovated facilities.
- Gain more than $1.5 billion in federal contracting awards in the last year.

Stay up to date on SBA events near you and get valuable local business information by following us on Twitter at @SBASeattle. Register for email updates at **sba.gov/updates**. Use our Small Business Resource Guide to power your dream of starting, growing, or expanding your small business here in Washington or Idaho.

Sincerely,
Kerrie Hurd
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LOCAL BUSINESS ASSISTANCE

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**

LANDMARK PEST MANAGEMENT

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.

Bellingham
Serving Whatcom and Skagit counties
1336 Cornwall Ave.
(360) 658-4259
bellingham.score.org

Wenatchee
Serving the Wenatchee Valley to the Canadian border
5 S. Wenatchee Ave., suite 330
(509) 888-2900
centralwashington.score.org

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Seattle
(206) 553-7320
seattle.score.org

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Kennewick
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midcolumbiatricities.score.org

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spokane.score.org

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Tacoma
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tacoma.score.org

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4001 Main St., suite 121
(360) 545-3210
vancouver.score.org

Yakima Valley
Serving Yakima and Kittitas valleys
1105 S. 13th Ave.
Yakima
(844) 987-2673
yakimavalley.score.org

Small Business Development Centers

WASHINGTON

Washington SBDC Lead Office
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SBDC Export Assistance Center
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wsbdc.org

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idahosbdc.org/locations/north
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Serving Boundary, Bonner, Kootenai, Benewah, and Shoshone counties
406 Main St.
Lewiston SBDC
(208) 792-2465
isbdc@lcsc.edu
idahosbdc.org/locations/north
lcsc.edu/sbdc/business-consulting

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

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

1437 S. Jackson St.
Seattle
(206) 324-4330
info@businessimpactnw.org
businessimpactnw.org/services/vboc

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

Washington Center for Women in Business
Serving Washington State
4220 Sixth Ave. Southeast
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wcwb.org

Washington Women's Business Center
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businessimpactnw.org/wbc

Women's Business Center Inland Northwest
SNAP East Office
East Central Community Center
500 S. Stone St.
Spokane
(509) 456-7627
snapwa.org/wbc

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.

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 Tips

to Help You Build and Grow a Stand-Out Small Business Brand

Build a better business with these time-tested tips.

Elliot Henry, an 8(a) program graduate, runs Unlimited Water Processing in St. Louis, Missouri.

The United States loves small businesses—it's official! That's according to a survey by the Pew Foundation reported by Small Business Trends, smallbiztrends.com, which found that 71 percent of Americans view small business more favorably than any other institutions, including religious organizations.

Why is this? Well, small businesses are seen as a positive influence "on the way things are going in this country." But it's more than that.

Small businesses are in a unique position to create valuable customer experiences. Their products and services are often niche; the target customer is very defined; and business operations are agile and unconstrained by corporate rules and processes. Small businesses are also trusted for their integrity, community engagement, and customer service. When was the last time you called a small business and got put through to an automated call center? These seemingly small things come together to create a hugely competitive value proposition—and are the lynchpin of your brand.

But what can you do to leverage these experiences and grow the appeal of your brand—without breaking the bank? Here are 10 tips that can help.

1 What is Your Brand?

First, it's important to understand that your brand is much more than your logo, merchandising, or products. As I mentioned above, it is about the sum total of the experiences customers have with your business. This includes the visual elements of your business, but it also includes what you do, how you do it, what your customer interactions are like, and the type of information you share in your marketing and on social media. All of these elements help establish the trust and credibility of your business.

2 Stand Out

Standing out means being different. If your brand is going to be strong, you need to be able to pinpoint what it is that makes what you do unique. What differentiates you from others in your industry? A SCORE mentor, sba.gov/score, can help you use competitive differentiators to build your business brand. Don't forget to weave your differentiators into your company's messaging and marketing.

3 Have Great Products and Services

Word of mouth is often a small business's greatest lead generator, so having great products and services that people talk about is a critical part of your brand and why you are in business. Even the most outgoing and charming small business owner is not going to succeed in bringing customers back unless the product or service they provide delivers and exceeds expectations. Don't lose sight of your product—keep refining it, testing new offerings, and making sure you always put product first, not the money it brings in.

4 Make Sure Your Customers Know the Face Behind the Product

One of the biggest reasons that small businesses fail is because of the persistent absence of the business owner. You only need to look at a few episodes of business makeover TV shows to witness what can go wrong when a business is left to run itself. Without an actively engaged owner, employees lose motivation and structure, which can quickly lead to sloppy service, a poor product, and customer churn. Yes, your business needs to be able to function without your constant presence, but it's important to strike a balance. Find ways to make sure your customers know you and connect with the face behind the business. Businesses really thrive when the energy of the owner is present.

5 Get Your Name and Logo Right

This is essential to brand recognition and it's important to get it right the first time (changing your name and logo can be costly down the road). Your logo and name should be easily recognizable and reflect the nature and tone of your business as well as appeal to your target market. I'm a dog owner, and two of my absolute favorite small businesses cater to pet owners: my local provider of dog walking services and a healthful pet food store. The names and logos of both these businesses reflect the personality of their brands, what they stand for, the products they offer, their market (people and their pets), and the overall tone of their businesses. When I see their logos, it makes me feel good; I feel an affinity with them, and that's what you need to shoot for.

6 Have a Distinct Voice

A great way to ensure your distinct brand message is delivered consistently across your business is to focus on how you and your employees interact and communicate with customers in-person, on the phone, and on social media. Not sure what your "voice" should be? Look to other brands. What do they do that you'd like to emulate? How do they greet and interact with you? What is it that they do that makes you feel good about doing business with them?

7 Build Community Around What you Do

A successful brand is one that is trusted and respected by customers,building a strong community online and off can help you achieve this. You don't have to spend a lot of money to do this. In fact, many successful brands concentrate almost exclusively in online and offline community building as opposed to traditional advertising. Facebook and Twitter are great outlets for this, as is your blog. Offline participation in community activities, such as local events, fundraisers, and charities, as well as hosting your own events, such as workshops or loyal customer events, can all help you build community and extend the trust your brand has earned.

8 Be an Advocate for Your Business—Not Just a Salesman

You don't have to be the greatest salesman to succeed in business. Selling takes many forms, and being a brand advocate gels them all together. For example, many small business owners strive to be the number one salesman, the number one cheerleader, and the number one fan of their own business (you've got to be excited about it if you want others to be excited too). If you are passionate about your business, be an advocate for it. Use many of the tips here to make sure people understand what you do, the story behind your products, what your products have done for people, your methods and mission. Invite people in!

9 Be Reliable

Letting your customers down by failing to live up to your own promises and brand standards can be particularly harmful for small businesses that depend heavily on referrals. The foundation of brand loyalty lies in great service; a happy customer is a loyal customer. So make sure you aren't making promises that you can't keep,whether you run a pizza business and pledge to deliver within 30 minutes, or you're a painting contractor who promises to start a job on a Monday at 9 a.m. sharp. Stand by your promises.

10 Have a Value Proposition

Value, not to be mistaken with price, can help define your brand and differentiate you from the competition. This goes back to my second point about standing out. What niche do you serve? What do you do well in that niche that makes you different from everyone else? What are the emotional benefits of what you do? The answers to these questions will help define what your value is to your customers. It could be your great customer service, product quality, innovation, or any combination of these.

WRITTEN BY **Caron Beesley**, CONTRIBUTOR

How to Start a Business in Washington and Northern Idaho

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

The Startup Logistics

Even if you're running a home-based business, you will have to comply with many local, state, and federal regulations. Do not ignore regulatory details. You may avoid some red tape in the beginning, but your lack of compliance could become an obstacle as your business grows. Taking the time to research the applicable regulations is as important as knowing your market. Carefully investigate the laws affecting your industry. Being out of compliance could leave you unprotected legally, lead to expensive penalties, and jeopardize your business.

Market Research

Need to do research on your clients and location? View consumer and business data for your area using the Census Business Builder: Small Business Edition, **https://cbb.census.gov/sbe**. 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.

WASHINGTON

If you've chosen one of the following legal structures: limited liability company, profit corporation, nonprofit corporation, limited partnership, you must register with the secretary of state. However, if you're a sole proprietor, skip this step and go directly to the Washington State Business License Service. Once you register, the secretary of state will issue a Unified Business Identifier number and send you formation documents. Use the same name and UBI number when dealing with all state agencies.

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

» **Washington Secretary of State**
Corporations & Charities Division
(360) 725-0377
corps@sos.wa.gov
sos.wa.gov/corps

» **Washington State Department of Revenue**
Business License Service
6500 Linderson Way SW
Tumwater
(800) 451-7985
bls@dor.wa.gov
bls.dor.wa.gov

The business license application is a simplified application used to apply for many state licenses, registrations, and permits, as well as some city licenses. Receive customized licensing information online by accessing **bls.dor.wa.gov/licensing**.aspx and clicking on Business Licensing Wizard to get started. Applying for a license will also provide you with a Unified Business Identifier number. A UBI number is a nine-digit number that registers you with several state agencies. It is also called a tax registration number, a business registration number, and a business license number.

Filing online is not recommended for some businesses, a list of activities that need to file by paper can be found at **bls.dor.wa.gov/specialtylicenses.aspx**.

» **City Business License Application**
bls.dor.wa.gov/citycounty.aspx

Most cities and some counties require a business license or permits if the business is located in, or does business in, the city or county limits. Some city licenses can be obtained in applying for your state license. For others, contact the local city business license office.

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.

WASHINGTON

» **Washington Business Name and Record Searches**
Washington State Department of Revenue
Business Licensing Service
Search business licenses by visiting
bls.dor.wa.gov.
Washington Secretary of State
sos.wa.gov/corps

IDAHO

In Idaho, a business may operate as a sole proprietorship, general partnership, limited liability partnership, limited partnership, a limited liability company, or a corporation. Before opening a business in Idaho, the owner should register with the Idaho secretary of state.

» **Idaho Secretary of State**
Business Entities
450 N. Fourth St.
Boise
(208) 334-2301
business@sos.idaho.gov
sosbiz.idaho.gov

» **Idaho Business Entity Search**
Idaho Secretary of State
sosbiz.idaho.gov/search/business

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.

» **IRS Tax Assistance Centers**

All taxpayer assistance centers operate by appointment only.
To make an appointment call
(844) 545-5640.
Appointment locations: Bellingham, Everett, OIympia, Richland, Seattle, Silverdale, Spokane, Tacoma, Vancouver, and Yakima

» **State Taxes**

Washington State Department of Revenue
dor.wa.gov
(800) 647-7706
Sales and use tax rate tool: **webgis.dor.wa.gov/taxratelookup/salestax.aspx**.
Resellers permits: **dor.wa.gov/find-taxes-rates/retail-sales-tax/reseller-permits**.
Business & occupation tax: **https://dor.wa.gov/find-taxes-rates/business-occupation-tax**

» **Local Offices**

WASHINGTON

Bellingham
1904 Humboldt St., suite A
(360) 594-4840

Bothell
19800 N. Creek Parkway, suite 101
(425) 984-6400

Kent
Centerpointe Campus Cascade East Building
20819 72nd Ave. South, suite 680
(425) 656-5100

Port Angeles
(360) 417-9900
734 E. First St., suite B

Richland
1657 Fowler St.
(509) 987-1201

Seattle
2101 Fourth Ave., suite 1400
(206) 727-5300

Spokane
1330 N. Washington, suite 5600
(509) 327-0200

Tacoma
3315 S. 23 rd St., suite 300
(253) 382-2000

Tumwater
(800) 647-7706
6500 Linderson Way SW

Vancouver
8008 NE Fourth Plain Blvd., suite 320
(360) 256-2060

Wenatchee
630 N. Chelan Ave., suite B3
(509) 885-9825

Yakima
3703 River Road, suite 3
(509) 454-5160

IDAHO

Idaho State Tax Commission
(800) 972-7660
taxrep@tax.idaho.gov
tax.idaho.gov/index.cfm

Coeur d'Alene
1910 NW Blvd., suite 100
Lewiston
1118 F St.

Businesses must register to obtain certain Idaho permits, including sales and/or use tax, income tax withholding, travel and convention tax and more. Learn more online at **tax.idaho.gov/ibr**.

Social Security

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

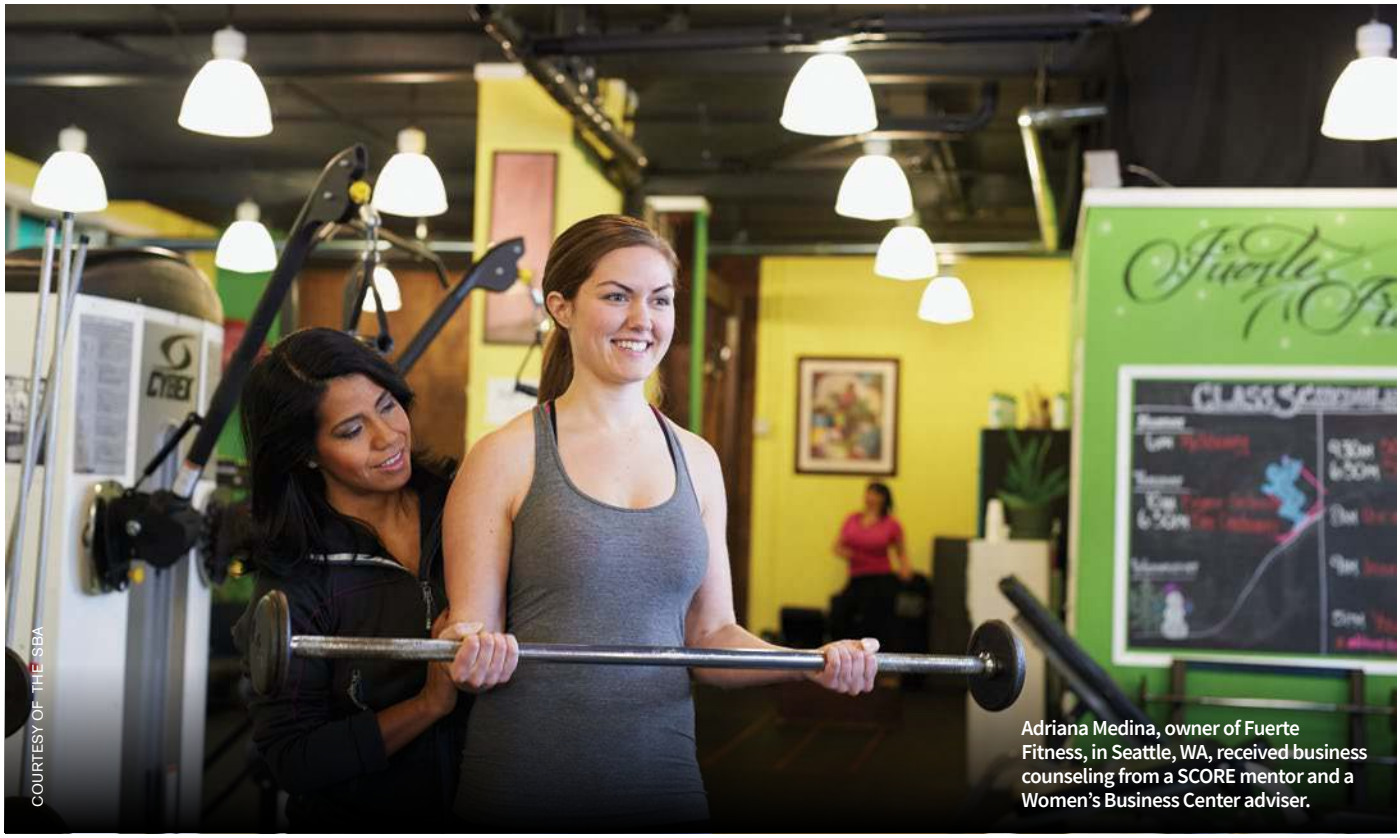
Employment Eligibility Verification

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

E-Verify, operated by the Department of Homeland Security in partnership with the Social Security Administration, electronically verifies the Social Security number and employment eligibility information reported on Form I-9. It's the quickest way for employers to determine the employment eligibility of new hires. Visit **e-verify.gov**, call (888) 464-4218 or email e-verify@dhs.gov.

Health & Safety

All businesses with employees are required to comply with state and federal regulations regarding the protection of employees,



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

visit **dol.gov** for information. The Occupational Safety and Health Administration provides information on the specific health and safety standards used by the U.S. Department of Labor, (800) 321-6742 or visit **osha.gov**.

» **Washington State Department of Labor & Industries** helps with worker's compensation claims and employer accounts, wage and hours rules, construction contractor registration, workplace safety and health. For free, confidential consultations, visit **lni.wa.gov/safety/consultation/default.asp**. Office locations: Aberdeen, Bellevue, Bellingham, East Wenatchee, Everett, Kelso, Kennewick, Moses Lake, Mount Vernon, Olympia, Pullman, Seattle, Silverdale, Sequim, Spokane, Tacoma, Tukwila, Tumwater, Vancouver, and Yakima.
Rose Gunderson and Kayla Burr
(360) 902-4205
smallbusiness@lni.wa.gov
lni.wa.gov

» **Idaho Department of Labor**
(208) 332-3570
labor.idaho.gov
Office locations: Bonners Ferry, Post Falls, St. Maries, Sandpoint, Silver Valley, Grangeville, Lewiston, Moscow, and Orofino.

» **Idaho Occupational Safety & Health Consultation Program** provides free occupational safety and health services to small businesses within the state. The program helps businesses understand and comply with rules and regulations required by the Occupational Safety and Health Administration.
1113 Denver Ave.
Boise
consultation@boisestate.edu
oshcon.boisestate.edu

Employee Insurance

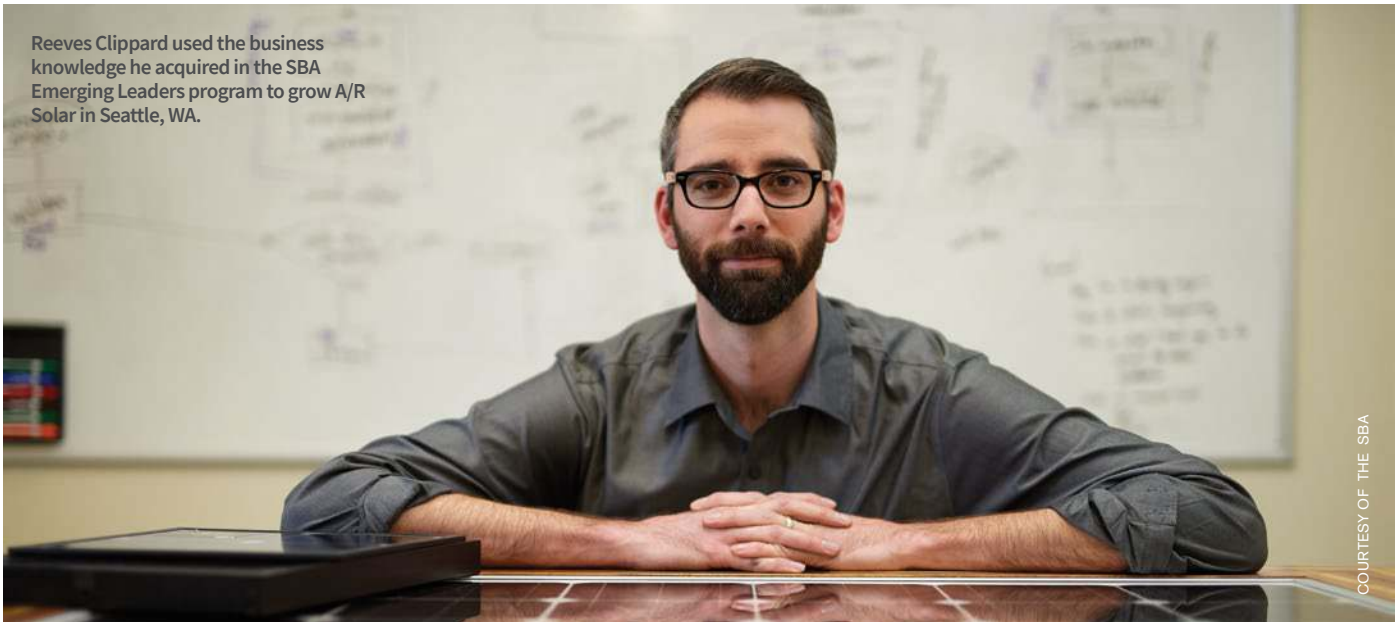
Check with your state laws to see if you are required to provide unemployment or workers' compensation insurance for your employees. For health insurance options, call the Small Business Health Options Program at (800) 706-7893.

» **Washington Health Benefit Exchange**
(855) 923-4633
employer@wahbexchange.org
wahbexchange.org

» **Washington State Office of the Insurance Commissioner** assists with insurance company market admittance, insurance producer licensing, and insurance consumer assistance.
Jeff Baughmen
jeffb@oic.wa.gov
insurance.wa.gov/small-business-health-insurance-options-2018

» **Your Health Idaho**
(855) 944-3246
https://www.yourhealthidaho.org/small-business-insurance

» **Idaho Department of Insurance**
700 W. State St., third floor
Boise
(208) 334-4250
doi.idaho.gov



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

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**.

» Washington State Department of Ecology provides information, guidance and assistance on environmental regulations, permitting, and water rights; helps with reducing pollution, managing wastes, and handling chemicals.
Grant Pfeifer
(509) 329-3516
gpfe461@ecy.wa.gov
ecology.wa.gov

» Idaho Department of Environmental Quality works with other state agencies and local business development organizations, such as the Idaho Small Business Development Center, Idaho Industrial Assessment Center, and Idaho TechHelp, to bring sustainable businesses to our community—businesses that employ best management practices, work to improve their environmental stewardship, and strive to be good community partners.
deq.idaho.gov
Coeur d'Alene
2110 Ironwood Parkway
(208) 769-1422
Lewiston
1118 F St.
(208) 799-4370

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.

» **Washington State Department of Social & Health Services** provides new hire reporting assistance, conducts training on child support laws, assists employers with electronic payment and reporting options.
Mitchell Dillard
mdillar@dshs.wa.gov
(360) 664-5043
dshs.wa.gov

» **Idaho Department of Health and Welfare**
(800) 356-9868
healthandwelfare.idaho.gov>child support>for employers

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. The Silicon Valley office in San Jose, California, serves Alaska, Arizona, California, Hawaii, Nevada, Oregon, and Washington, **uspto.gov/siliconvalley**.

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

There are three types of patents:

- Utility patents may be granted to anyone who invents or discovers any new and useful process, machine, manufacture, or composition of matter, or any new and useful improvement.
- Design patents may be granted to anyone who invents a new, original, and ornamental design for an article of manufacture.
- Plant patents may be granted to anyone who invents or discovers and asexually reproduces any distinct and new variety of plant, other than a tuber propagated plant or a plant found in an uncultivated state. For information visit **uspto.gov/inventors**.

A trademark or service mark includes any word, name, symbol, device, or any combination used or intended to be used to identify and distinguish the goods/services of one seller or provider from those of others, and to indicate the source of the goods/services.

Trademarks and service marks may be registered at both the state and federal level with the latter at the U.S. Patent and Trademark Office. Federally registered trademarks may conflict with and supersede those registered only at the state level. For information visit **uspto.gov/trademarks**.

» **State Trademarks**
Washington Secretary of State Office
Corporations and Charities Division
(306) 725-0377
trademarks@sos.wa.gov
https://www.sos.wa.gov/corps/trademarks.aspx

Idaho Secretary of State Office
(208) 332-2811
trademark@sos.idaho.gov
sosbiz.idaho.gov

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 Washington State

- Business tax registration, business & occupation tax, sales tax, state public utility taxes, tax incentives/credits, and other excise taxes; referrals to tax specialists
  Department of Revenue
  Janet Shimabukuro
  janets@dor.wa.gov

- Business license applications
  Business Licensing Services
  Kim Johnson
  kimberlyj@dor.wa.gov

- Workers' compensation claims and employer accounts; wage and hours rules; construction contractor registration; workplace safety and health
  Department of Labor and Industries
  Rose Gunderson and Kayla Burr
  smallbusiness@lni.wa.gov

- Business structure (corporations, limited liability companies, limited partnerships); trademarks; apostilles (for documents used in foreign countries)
  Secretary of State
  Division of Corporations & Charities
  Patrick Reed
  patrick.reed@sos.wa.gov

- New hire reporting assistance; training on child support laws; electronic payment and reporting options
  Department of Social & Health Services
  Mitchell Dillard
  mdillard@dshs.wa.gov

- Farm and food regulations; direct, domestic, and international marketing; WSDA and USDA programs
  Department of Agriculture
  Laura Raymond
  lraymond@arg.wa.gov

- Liquor and cannabis licenses; enforcement; education activities and resources
  Liquor and Cannabis Board
  Beth Lehman & Edmon Lee
  beth.lehman@lcb.wa.gov
  edmon.lee@lcb.wa.gov

- Professional business licenses, such as cosmetology, engineering, security, real estate, and other professions
- **Department of Licensing**
  Nancy Skewis
  nskewis@dol.wa.gov

- Unemployment insurance taxes; paying out unemployment benefits; employment services
- **Employment Security Department**
  Una Wiley
  smallbusiness@esd.wa.gov

- Environmental requirements; environmental permitting (air, water, waste); water rights; pollution mitigation, managing wastes, and handling chemicals
  Department of Ecology
  Grant Pfeifer
  gpfe461@ecy.wa.gov

- Health regulations
  Department of Health
  Jovi Swanson
  jovi.swanson@doh.wa.gov

- Environmental permit applications
  Governor's Office for Regulatory Innovation and Assistance
  Rachel Lindstedt and Sonja Gissberg
  help@oria.wa.gov

- Veteran/service-member owned business assistance & guidance
  Department of Veterans' Affairs
  Heidi Audette & Brandon Mabanag
  heidia@dva.wa.gov
  brandonm@dva.wa.gov

- Business development
  Department of Transportation
  Edwina Martin-Arnold
  martine@wsdot.wa.gov

- Fish and wildlife regulations; enforcement, licensing, permitting, including hydraulic project approvals; public education on fish and wildlife conservation issues
  Department of Fish & Wildlife
  Peter Vernie
  peter.vernie@dfw.wa.gov

- Insurance company market admittance; insurance producer licensing; insurance consumer assistance
  Office of the Insurance Commissioner
  Jeff Baughmen
  jeffb@oic.wa.gov

- Forest practices; surface mining regulation; bidding on timber harvest and forest work contracts; timber and geoduck auctions; leasing of state lands
  Department of Natural Resources
  Tami Miketa
  tamara.miketa@dnr.wa.gov

- Exporting referrals for support and technical assistance, including financial resources and tax incentives
  Department of Commerce
  Linda Alongi
  linda.alongi@commerce.wa.gov

- Small business certifications; business development; linked deposit program
  Office of Minority & Women Business Enterprises
  Kathryn Akeah
  kathryna@omwbe.wa.gov

- State procurement and contracting
  Department of Enterprise Services
  Servando Patlan
  servando.patlan@des.wa.gov

- Lottery licenses; assistance/education with retailer accessibility concerns; lottery sales, marketing and accounting; enforcement of lottery requirements/loss prevention assistance
  Washington State Lottery
  Debbie Robinson
  smallbusiness@walottery.com

- Business continuity tools/templates; assisting in accessing & minimizing natural and technological disaster risks; emergency management industry issues
  Department of Emergency Management
  Jeff Parsons
  jeff.parsons@mil.wa.gov

Economic Development

WASHINGTON

Adams County Development Council
(509) 331-2042
growadamscounty.com

Choose Whatcom
(360) 676-2500
choosewhatcom.com

Clallam County Economic Development Corp.
(360) 457-7793
clallam.org

Columbia River Economic Development Council
(360) 694-5006
credc.org

Cowlitz Economic Development Council
(360) 423-9921
cowlitzedc.com

Economic Alliance of Snohomish County
(425) 743-4567
economicalliancesc.org

Economic Development Alliance of Skagit County
(360) 336-6114
skagit.org/skagit

Economic Development Board of Tacoma Pierce County
(253) 383-4726
edbtacomapierce.org

Economic Development Council of Mason County
(360) 426-2275
choosemason.com

Economic Development Council of Seattle & King County
(206) 389-8650
edc-seaking.org

Grant County Economic Development Council
(509) 764-6579
grantedc.com

Greater Grays Harbor Inc.
(360) 532-7888
graysharbor.org

Greater Spokane Inc.
(509) 624-1393
advantagespokane.com

Island County Economic Development Council
(360) 678-6889
iscoedc.com

Kitsap Economic Development Alliance
(360) 377-9499
kitsapeda.org

Klickitat County Economic Development
(509) 733-7060
klickitatcounty.org/216/economic-development

Lewis Economic Development Council
(360) 748-0114
lewisedc.com

Lincoln County Economic Development Council
(509) 368-7085
lincolnedc.org

Okanogan County Economic Alliance
(509) 826-5107
economic-alliance.com

Pacific County Economic Development Council
North Pacific County (360) 875-9330
South Pacific County (360) 642-9330
pacificedc.org

Port of Chelan County Washington
(509) 663-5159
portofchelancounty.com/home

Port of Douglas County
(509) 884-4700
portofdouglas.org

Port of Walla Walla
(509) 525-3100
portwallawalla.com

San Juan County Economic Development Council
(360) 378-2906
sanjuansedc.org

Skamania County Economic Development Council
(509) 427-5110
skamania-edc.org

Southeast Washington Economic Development Association
Serving Asotin, Columbia, Garfield, and Whitman counties
(509) 751-9144
seweda.org

Thurston Economic Development Council
(360) 754-6320
thurstonedc.com

Tri County Economic Development District
Serving Ferry, Pend Oreille, and Stevens counties
(509) 684-4571
tricountyedd.com

Tri-City Development Council
(509) 735-1000
tridec.org

Yakima County Development Association
(509) 575-1140
chooseyakimavalley.com

IDAHO

Panhandle Area Council Inc.
Serving Bonner, Boundary, Kootenai, Shoshone, and Benewah counties
(208) 772-0584
pacni.org

Clearwater Economic Development Association
Serving Clearwater, Idaho, Latah, Lewis, and Nez Perce counties
(208) 746-0015
clearwater-eda.org

U.S. Export Assistance Centers

WASHINGTON
http://tinyurl.com/WEOThome

Seattle
Serving Clallam, Grays Harbor, Island, Jefferson, King, Kitsap, Lewis, Mason, Pacific, Pierce, San Juan, Skagit, Snohomish, Thurston, and Whatcom counties
2001 Sixth Ave., suite 2610
(206) 553-5615

Spokane
Serving Adams, Asotin, Benton, Chelan, Columbia, Douglas, Ferry, Franklin, Garfield, Grant, Kittitas, Klickitat, Lincoln, Okanogan, Pend Oreille, Spokane, Stevens, Walla Walla, Whitman, and Yakima counties
801 W. Riverside Ave., suite 100
(509) 344-9398

IDAHO
2016.export.gov/idaho

Boise
700 W. State St., second floor
(208) 364-7791

Jessica McMurdie

OWNER/CLINIC DIRECTOR, STEPPING STONES THERAPY NETWORK CO.

Bellevue, Washington

Stepping Stones Therapy Network is a team of occupational and speech therapists that helps children of all ages achieve their developmental milestones. Thanks to guidance from an SBA Resource Partner, the business has grown to two locations in Bellevue and Bothell, Washington and four satellite locations at local schools. Owner Jessica McMurdie, a pediatric occupational therapist, strives to help every child be as independent as possible. Stepping Stones helps more than 500 children and families in the Puget Sound area every year.

- **What challenge did you have?** In 2006, I started Stepping Stones out of the trunk of my car. My business was all word of mouth, and I didn't have enough funds to have a physical location. I was driving 100 miles every day, so I finally decided it was time to set up a shop. I needed guidance on how to build a foundation of success for my business.

- **What was the SBA solution?** SCORE, an SBA-funded resource partner, has been my go-to resource. I've been seeing the same SCORE mentor, Marta Schiffer, for more than 10 years. She's a total genius, and I have learned so much from her. She helped me to refine my business plan, set goals and brainstorm strategy, all of which were crucial to laying a good foundation for my business. She also encouraged me to apply for the Emerging Leaders program, which has been one of the best things I could've done for my business because I've met other business leaders in my community and made lasting connections.

- **What benefit did this have for you?** Stepping Stones went from a small mobile therapy operation to a multi-location therapy network. I now employ 10 full-time staff that conduct about 8,000 therapy sessions per year, not including the screenings we provide. My SCORE mentor has been with me from the beginning to guide and connect me to other excellent resources, such as the SBA Emerging Leaders program.

“Definitely take advantage of the amazing resources at theSBA.”

Jessica McMurdie
Owner/Clinic Director, Stepping Stones Therapy Network

COURTESY OF SBA

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.

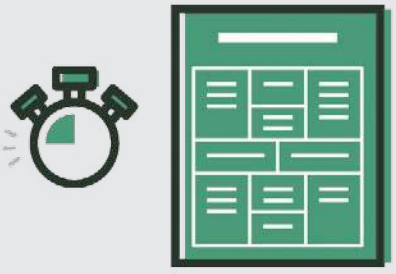
Which business plan format is right for you?

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**

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 63.

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.

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**.

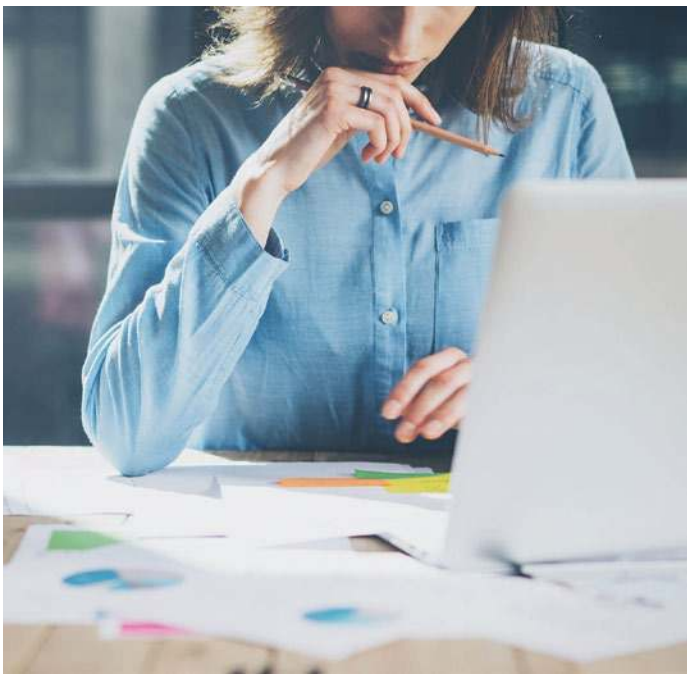
Entrepreneurs receive business counseling and assistance at the Philadelphia SBA district office in King of Prussia.

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



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 affect 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.

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

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.”

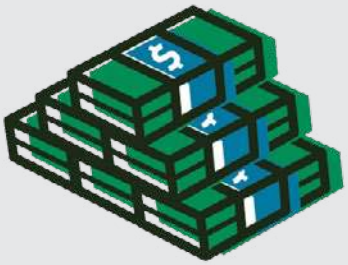
At a time when print shops routinely struggle and fail, Printing Palace has secured its place. “Revenues have stayed steady,” Moralez says. “But we’ve streamlined everything, so we’re a lot more efficient and profitable than we were. In an industry that peaked 10 years ago and has slowly been in decline,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

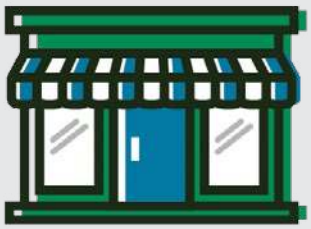
The pressure is real. “Now everybody is relying on us, and the weight falls on my shoulders,” Moralez says. “It’s more work than I’ve ever done in my life, but it’s been a good thing. I’m glad we did it.”

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

WASHINGTON

ABERDEEN

Bank of the Pacific
300 E. Market St.
Gary Jones
(360) 537-4071
gjones@bankofthepacific.com

AIRWAY HEIGHTS

Numerica Credit Union
1210 S. Hayford Road
Jeff Watson
(509) 343-7874
jwatson@numericacu.com

ANACORTES

Savi Bank
1015 14th St, suite B
Melissa King
(360) 755-3436
mking@savibank.com

AUBURN

Commencement Bank
4798 Auburn Way North, suite 103
Tracie Bryant
(253) 246-2062
tbryant@commencementbank.com
Ed Fischer
(253) 284-1807
efischer@commencementbank.com

BAINBRIDGE ISLAND

Kitsap Bank
10140 NE High School Road
Corrynn Cloward
(306) 895-6434
ccloward@kitsapbank.com

BELFAIR

Kitsap Bank
24180 NE State Route 3
Kim Johnson
(360) 275-0671
kjohnson@kitsapbank.com

BELLEVUE

Bank of Hope
400 112th Ave. Northeast, suite 150
Brian Kang
(425) 921-1098
brian.kang@bankofhope.com

Key Bank National Association
601 108th Ave. Northeast, third floor
Carrie Callaway Cardy
(425) 208-1098
carrie.callaway.cardy@keybank.com

Kitsap Bank
11711 SE Eighth St., suite 110
Janie Sacco
(425) 455-9300
jsacco@kitsapbank.com

US Bank
10800 NE Eighth St., suite 1000
Allison Mann
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allison.mann1@usbank.com

Wells Fargo Bank
205 108th Ave. Northeast, suite 200
Sam Kerley
(253) 569-7831
sam.kerley@wellsfargo.com

BELLINGHAM

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4124 Hannegan Road
Jay Johnston
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jjohnston@bankofthepacific.com

People's Bank
3100 Woburn St.
Scott Louia
(360) 354-7249
scott.louia@peoplesbank-wa.com

Savi Bank
1910 Broadway
Tyler Olson
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tolson@savibank.com

Whatcom Educational Credit Union
3410 Woburn St.
Wade Stringfield
(360) 714-7957
wade.stringfield@wecu.com
Misty DeWispelaere
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misty.dewispelaere@wecu.com

BONNEY LAKE

Kitsap Bank
19371 State Route 410 East
Kellie Monette-Chapman
(253) 862-2020
kchapman@kitsapbank.com

BOTHELL

Banner Bank
19909 12th Ave. Northeast, suite 103
Walter McLaughlin
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wmclaughlin@bannerbank.com

BREMERTON

Kitsap Bank
607 Pacific Ave.
Larry Tellinghuisen
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ltellinghuisen@kitsapbank.com
3425 Wheaton Way
Jennifer Ruckman
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jruckman@kitsapbank.com

BURLINGTON

Savi Bank
1854 S. Burlington Blvd.
Jeremy McCullough
(360) 707-2272
jmccullough@savibank.com

COVINGTON

US Bank
17601 SE 272nd St.
Daniel Rubert
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daniel.rubert@usbank.com

EAST WENATCHEE

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477 Grant Road
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agsmith@numericacu.com

ENUMCLAW

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tbryant@commencementbank.com

EVERETT

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3732 Broadway
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mlee@mountainpacificbank.com
Laurie Carpenter
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FEDERAL WAY

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(253) 517-2240
jstorvick@kitsapbank.com

FIFE

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5209 Pacific Highway East
Don Brown
(253) 517 221
dbrown@kitsapbank.com

FREELAND

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lpool@savibank.com

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lmartinez@numericacu.com
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Brenda Brown-Wright
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Lael Alecci
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lalecci@kitsapbank.com

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14807 Highway 99
Addie Roberge
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addie.roberge@heritagebanknw.com

MOUNT VERNON

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208 E. Blackburn Road, suite 100
Rhonda Tingley
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rtingley@savibank.com
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tkrantz@savibank.com

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Olympia Federal Savings
4310 Sixth Ave. Southeast
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cwhisler@olyfed.com

Timberland Bank
423 Washington St. Southeast
Tim Collins
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Timberland Bank
2850 Harrison Ave. Northwest
Tim Timmer
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Washington Business Bank
223 Fifth Ave. Southeast
(360) 754-1945
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lsherman@wabizbank.com
Sam Bovard
sbivard@wabizbank.com
Nick Benzschawel
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PORT LUDLOW

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PORT TOWNSEND

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2313 E. Sims Way
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charles.wheaton@usbank.com

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1191 Second Ave. suite 120
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HomeStreet Bank
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JPMorgan Chase Bank
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lpurdy@columbiabank.com

SPOKANE

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TACOMA

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Paul Long
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ptlong@timberlandbank.com

CORTESÍA DE TETRA IMAGES

TUKWILA

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OUT OF STATE LENDERS

1st Security Bank
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(800) 683-0973

Bank of America
(866) 953-2481

Coastal States Bank
Gwen Schaeffer
(206) 898-9156
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East West Bank
(888) 245-1756

Gulf Coast SBA Lending
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luwanalentz@gulfbank.com

Hana Small Business Lending
(888) 476-9788
info@hanasba.com

Hanmi Bank
SBA department
(213) 427-5722

Live Oak Bank
Lisa Forrest
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lisa.forrest@liveoakbank.com

Opus Bank
Barbara Fox
(714) 888-6702
bfox@opusbank.com

T Bank
Dave Painter
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dpainter@tbank.com

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850 Ironwood Drive, suite 102
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tpool@mountainwestbank.com
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agtitus@numericacu.com

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lrollins@numericacu.com

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2997 Thain Grade
Doug Purdy
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105 S. Main St.
Alex Navarro
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alexander.navarro@zionsbank.com

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Don Maryon
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Numerica Credit Union
775 N. Highway 41
Tammy Androes
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OUT OF STATE LENDER

JPMorgan Chase Bank
Keler Soffe
(801) 715-7400
keler.soffe@chase.com

Community Advantage Lenders

Evergreen Business Capital
13295 Interurban Ave. South, suite 100
Seattle
Angelica Partida
(206) 577-1435
angelica.partida@evergreen504.com

Craft3
409 Maynard Ave South, suite 200
Seattle
Walter Acuna
(888) 231-2170 x112
wacuna@craft3.org
Antoinette Marasigan
(888) 231-2170 x178
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Participating Microlenders

Business Impact NW
1437 S. Jackson
Seattle
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Northwest Native Development Fund
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Coulee Dam
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Panhandle Area Council
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Wally Jacobson
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Ventures
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Participating Certified Development Companies

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Wendy Avila
Serving King County and the Olympic Peninsula
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Desiree Haschke
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Spokane
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(360) 571-5704
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Panhandle Area Council
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Hayden, ID
Wally Jacobson
(208) 772-0584 x3018
wjacobson@pacni.org

NWBDA
NORTHWEST BUSINESS DEVELOPMENT ASSOCIATION
The SBA 504 Loan Program now offers three fixed-rate fully amortizing options, 10-year, 20-year, and now 25-year. With the 25-year amortization you can lower your monthly occupancy expense on your owner-occupied commercial property. For more information, please visit our website or give us a call.

Your Premier SBA 504 Partners

Elizabeth Rusnak
206-930-9173
erusnak@nwbusiness.org

Mark Beppler
425-503-3263
mbeppler@nwbusiness.org

SBA 504 Loans Now Have a 25 Year Option.

www.nwbusiness.org

FUNDING PROGRAMS

SBA Financing 101

U.S. Small Business Administration

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.

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

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 Oice 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

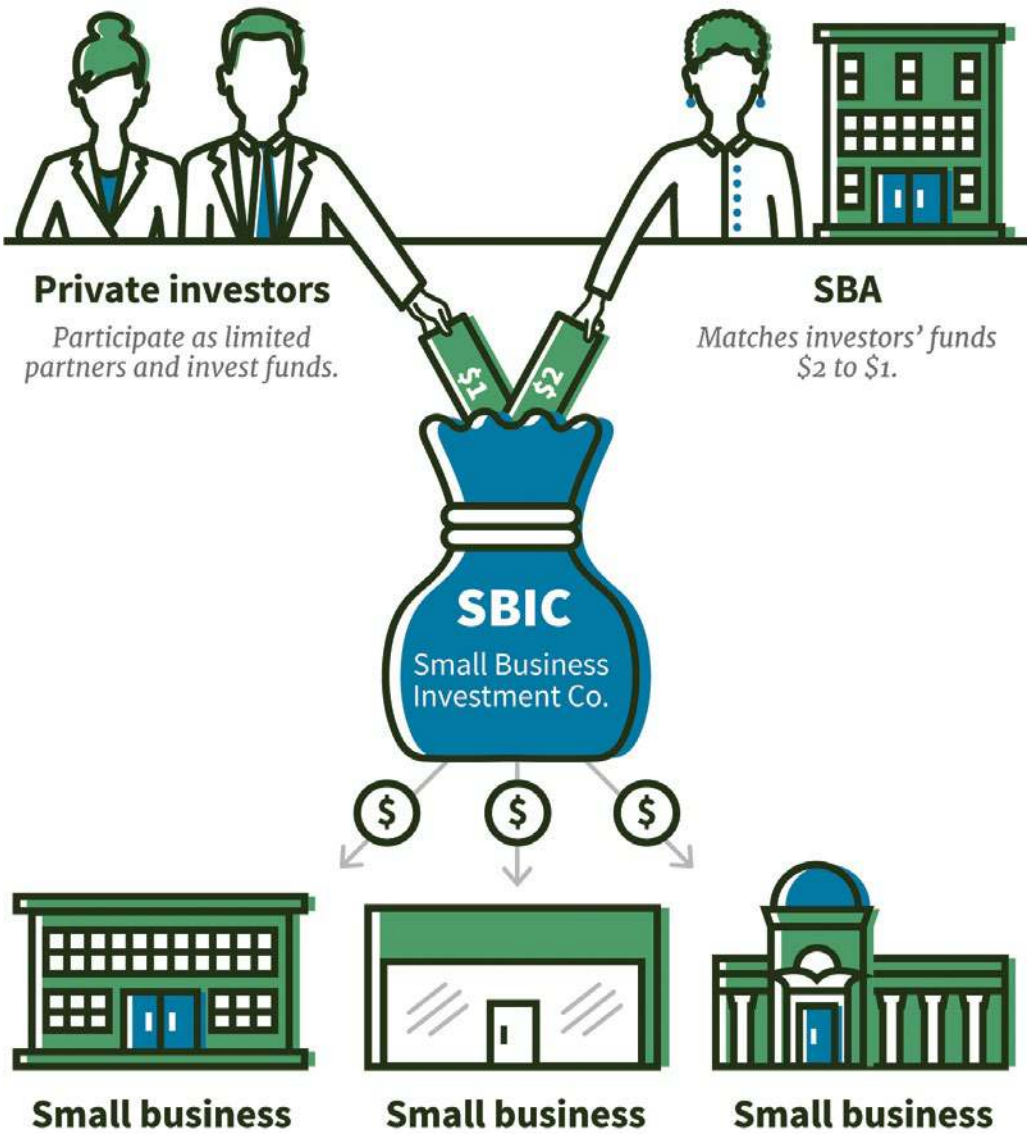
STEP 3 GET FUNDING

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.

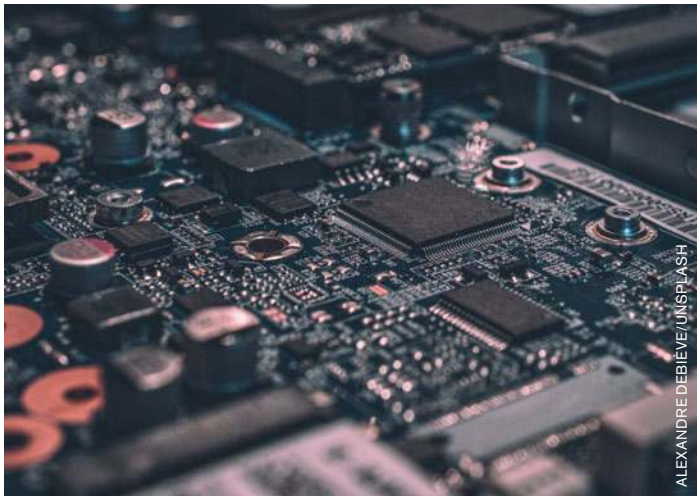
Mature, profitable businesses with sufficient cash flow to pay interest are more likely to receive an investment from an SBIC. Each one has its own investment profile in terms of targeted industry, geography, company maturity, the types and size of financing they provide. Search the SBIC directory by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

Washington State Office of Minority & Women's Business Enterprises
Washington State Certification and DoT Federal Certification
1110 Capitol Way South, suite 150
Olympia
(360) 664-9750 or (866) 208-1064
omwbe.wa.gov/certification

Idaho Transportation Disadvantaged Business Enterprise Program
Idaho State Certification and DoT Federal Certification
Office of Civil Rights
3311 W. State St.
Boise
(208) 334-8567
itd.idaho.gov/business

Women-Owned Small Business Certification

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

Here's how to get certified:

1. Make sure you're eligible

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

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

2. Register

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

3. Certify

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

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

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

4. Update your status

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

5. Search the database

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

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).

Washington Procurement Technical Assistance Centers

washingtonptac.org
Lacey Main Office
Serving Chelan, Grays Harbor, Kittitas, Lewis, San Juan, Thurston, Pacific, and Wakiakhum counties
4220 Sixth Ave.
(360) 754-6320
thurston@washingtonptac.org

Kate Hoy
(360) 464-6042
khoy@thurstonedc.com

Dale Colbert
(360) 464-6044
dcolbert@thurstonedc.com

George Sharp
(360) 464-6043
gsharp@washingtonptac.org
Auburn
Serving King County
Green River Community College
1221 D St. Northeast, suite C
(253) 520-6267
Darrell Sundell
king@washingtonptac.org
Marnie Tyson
mtyson@greenriver.edu
(253) 833-9111 x5809

Everett
Serving Island, Skagit, Snohomish, and Whatcom counties
Economic Alliance of Snohomish County
808 134th St. Southwest, suite 101
(425) 248-4223
Lisa Lagerstrom
snohomish@washingtonptac.org

Kennewick
Serving Benton, Columbia, Franklin, Klickitat, Walla Walla, and Yakmia counties
Tri-City Regional Chamber of Commerce
7130 W. Grandridge Blvd., suite C
(509) 491-3231
Ashley Coronado
tricity@washingtonptac.org

Silverdale
Serving Clallam, Jefferson, Kitsap, and Mason counties
Kitsap Economic Development Alliance
2021 NW Myhre Road, suite 100
(360) 377-9499
Mary Jo Juarez or Kathy Cocus
kitsap@washingtonptac.org

Spokane
Serving Adams, Asotin, Douglas, Ferry, Garfield, Grant, Lincoln, Okanogan, Pend Oreille, Stevens, Spokane, and Whitman counties
Greater Spokane Inc.
801 W. Riverside Ave., suite 100
(509) 321-3641
Jessica Kirk
spokane@washingtonptac.org

Ryan Rodin
rrodin@greaterspokane.org

Tacoma
Serving Pierce County
Bates Technical College
1101 S. Yakima Ave., room M123B
(253) 680-7054
Tom Westerlund
pierce@washingtonptac.org

Vancouver
Serving Clark, Cowlitz, and Skamania counties
Greater Vancouver Chamber of Commerce
1101 Broadway, suite 100
(360) 567-1051
Jeannet Santiago
swwa@washingtonptac.org

Idaho Statewide PTAC

1910 University Drive
Boise
(208) 426-1741
Idahoptac.org
Gary Moore
(208) 426-1741
garymoore@boisestate.edu

Reasons to Love Your Region

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

Region 1

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

Region 2

Small businesses are of key importance to Puerto Rico's economy. **Four out of five Puerto Rican workers are employed at small businesses**, as compared to 48% for the United States as a whole.

Region 3

Washington D.C., Maryland and Virginia are some of the best states for women-owned businesses. **Washington, D.C., and Maryland rank 1 and 3 respectively for the number of businesses owned by women.** These two states and the district are in the top 10 for the amount of sales and employment from women-owned businesses.

Region 4

Region 4 is a center of minority-owned businesses. **23% of all minority-owned businesses are located in region 4**, making it the second in the nation. This includes over 35% of all African American-owned businesses, the highest compared to any other region.

Region 5

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

Region 6

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

Region 7

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

Region 8

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

Region 9

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

Region 10

Region 10 leads the country in coastline, fishing, and seafood exports. The region's maritime endowment is led by Alaska, whose 6,640-mile-long coast is longer than those of the other 49 states combined. The region has the most small fishing operations of any region, and three of its ports—Portland, Seattle, and Anchorage—account for 67% of America's fish exports.

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Janie Sacco
VP/SBA Relationship
Manager
425.455.0937