Small Business
RESOURCE GUIDE

GROW YOUR BUSINESS
IN MAINE
Small business is no small task.

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

Local Agent | ProgressiveCommercial.com
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ON THE COVER: Portland Head Lighthouse in Cape Elizabeth, photo by Nikki Bowman; Mt. Katahdin, courtesy of Patrick Spinney on Flickr; Downtown Portland, courtesy of photosforyou from Pixabay
Let us help give voice to your story.

SCOPE OF SERVICES

Brand Voice  Catalogs
Articles     Visitor Guides
Blogs        Books
Website Content Copywriting
Social Media Posts Photography
Email Content  Videos
Brochures

We have all heard the phrase “content is king.” Creating rich, engaging, and inspiring content differentiates your brand in the marketplace. But who has time to focus on anything other than running their business? Narrative works with you to develop the tools to tell your story across all media platforms. Powerful and authentic storytelling helps you stand out. It inspires action. It creates an emotional impact and forges enduring relationships. It separates you from the competition.

To schedule a meeting or to learn more, contact Buddy Butler at buddy@newsouthmediainc.com or call 304.615.9884.
We take the time to understand your business and provide personalized solutions to help you succeed. Discover the Business Suite of services from Bangor Savings Bank.

1.877.226.4671 | www.bangor.com/business

You work hard for your business to succeed. At First National Bank we’re committed to working hard for you. We offer fast, local decision making, with branches from Wiscasset to Calais.

Dare to dream, and know that our team is there to help you make that dream come true.

First National Bank
800.564.3195 • TheFirst.com • Member FDIC • Equal Housing Lender

YES! is a word that doesn’t like to wait.

Your vision. Your business. Your path to success. We’re with you every step of the way. Because when you see the world in color, GREAT things happen.
Right here in Portland.

A supportive innovation and start-up community on the coast of Maine, combining an urban experience with the friendliness and intimacy of a small city. Our extraordinary environment is inspirational for living and working. Join us and nurture your life and your business.

The City offers commercial loans and more for Portland start-ups and small businesses. We want to help your business prosper! Contact Portland’s Economic Development staff at: edd@portlandmaine.gov

WWW.PORTLANDMAINE.GOV
Welcome to the 2019-2020 SBA Maine District Small Business Resource Guide. We are honored to help create pathways to success for countless entrepreneurs who have the drive and determination to start and grow their small business. We want to help you expand and reach new markets here in the United States and abroad. You can face many challenges as an entrepreneur, like lack of access to capital or business expertise. The SBA is here to help small businesses start, grow, expand or recover after a disaster. Through our network of partnerships, the SBA helps small businesses navigate marketplaces in the United States and beyond.

Maine is home to about 147,300 small businesses employing about 57% of our workforce. In the last year, about 440 small business owners qualified for SBA-backed financing, totaling over $83 million. More than 9,800 entrepreneurs received counseling and training from our local SBA Resource Partners, which includes Small Business Development Centers, SCORE Maine, and the Women’s Business Centers at CEI. Disadvantaged businesses were awarded about $342 million in government contracts, and many of those business owners were helped by our SBA Maine offices and the Maine Procurement Technical Assistance Center.

In this guide you will find success stories meant to not only highlight SBA programs and services but also to inspire and encourage you. Our team in Augusta, Bangor, and Portland want to connect you to the information and guidance you need. Stay up to date on SBA events near you by following us on Twitter at @SBA_Maine.

Sincerely,
Amy K. Basset
District Director
How We Did It
Made to Last
Joyce and Jerado Reynolds used SBA support to succeed.
Written by Micaela Morrissette
R

ymonds Welding & Fabrication has grown steadily, building a loyal customer base, since Jerado Reynolds founded the company in 2005. “At first the company was just Jerado,” recalls his wife and co-owner, Joyce Reynolds. “Then it was him and me part time.” During the day she worked as a nurse and spent her evenings doing all the company’s paperwork. The Reynolds sank everything they earned into the business—money, time, and energy. She remembers with pride helping Jerado weld a stair railing at a local school. Her son later attended that same school, and she watched her child and others using the rail, benefiting from the hard work the couple did together. It was then Joyce decided as much as she loved her day job, she wanted to devote herself full time to the family business in Windsor, Connecticut. She wanted to work side-by-side with her husband, fully focused on administration and business growth. As they both hoped, word of mouth spread; clients made referrals. Joyce was soon overwhelmed with paperwork. They brought on two employees—doubling up in the busy seasons. They were able to maintain four full-time employees by 2009. After this, Joyce says, they saw that “things were not moving.” She wanted to scale up.

Challenge

The company wasn’t growing in part because it wasn’t certified with the state department of transportation or prequalified with the Connecticut State Department of Administrative Services, Joyce says. She decided to tackle the certification problem full time, leaving her nursing career. This was the change she’d been wanting to make, but since her background was in health care, Joyce didn’t feel fluent in the languages of construction or business. Joyce wanted to learn, and she had incentive: they needed the certifications to bid on bigger jobs. “Never be afraid to ask questions,” she says. Joyce needed to find people with answers.

Solution

She and Jerado connected with the University of Hartford Entrepreneurial Center & Women’s Business Center, an SBA Resource Partner, where “from day one it was, Eureka! Everyone wanted to see us win.” Women entrepreneurs receive essential business counseling and training from this national network of community-based centers. Most helpful was the detailed personal attention available through free one-on-one business counseling. Joyce also learned about workshops offered by providers like the Metropolitan District, a Connecticut nonprofit municipal corporation offering water and sewer services. At a meet-and-greet, Joyce understood how much the SBA could help her business. An SBA professional walked Joyce through the extensive paperwork and, crucially, helped her register the company in the System for Award Management (sam.gov), positioning the company for new federal contracts.

“Resources like the Entrepreneurial Center and the SBA will train you from bottom to top,” Joyce says. “They have finance classes that open your eyes regarding taxes. You’ll learn how to register your business. They’ll help with a contract or your website or accountability statements. Everything!” Before the SBA, Reynolds Welding attempted the DOT certification on five separate occasions, always falling short because the process was so complicated. Joyce secured the certification with SBA guidance on the first attempt.

Benefit

Reynolds Welding now employs more than 15 workers, constructing stairs, rails, structural beams, and columns throughout the region. Jerado is working on two bridges—a lifelong dream. Joyce continues to move forward, getting Reynolds qualified for the SBA 8(a) Business Development Program, which provides free business development education to small businesses so they can better compete in the public sector. “When I came on full time, I set a goal for what I would like for the company, and I’ve achieved 80% of that,” Joyce says. When she secures 8(a) certification for Reynolds, she’ll have hit all her objectives. Then, she admits, she’ll probably come up with some new ones.

Tips for Success

Find a great business mentor.
To find your local SBA office and resource partners in your area, visit sba.gov/localresources.

Have a healthy view of competition.
We’re not always competing. We’re a competitor, but if a similar business has extra work, they’ll send it to us and vice versa. That’s the relationship to have.

Record everything you do.
Navigating business relationships in this age means keeping an email record of everything you do. Leave a clear paper trail.

Sacrifice to ensure quality.
We don’t cut corners. Sometimes you have to lose money to do quality work—it’s rough, but nothing is more important.

Seek SBA assistance to see if you qualify for business certifications.
We used to look for jobs. Now that we’re on the SBA Subcontracting Network database, SubNet, and sam.gov, we have a continuous flow of contractors reaching out to us.
### LOCAL BUSINESS ASSISTANCE

**SBA Resource Partners**

No matter your industry, location, or experience, if you have a dream, the SBA is here to help you achieve it. Our SBA Resource Partners offer mentoring, counseling, and training to help you startup and thrive at all stages of the business life cycle. These independent organizations operating across the United States and U.S. territories are funded through SBA cooperative agreements or grants.

#### SMALL BUSINESS DEVELOPMENT CENTERS

<table>
<thead>
<tr>
<th>Quantity</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>950+</td>
<td>Small Business Development Centers</td>
</tr>
</tbody>
</table>

Achieve your dream of business ownership and remain competitive in an ever-changing global economy with assistance from your local SBDC. Access free counseling and free or low-cost training on topics like regulatory compliance, technology development, and international trade. Find an SBDC adviser at [sba.gov/sbdc](http://sba.gov/sbdc).

#### SCORE

<table>
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<tr>
<th>Quantity</th>
<th>Description</th>
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<tbody>
<tr>
<td>300+</td>
<td>SCORE chapters</td>
</tr>
</tbody>
</table>

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. Experienced executives share real-world knowledge to fit your busy schedule. SCORE mentors are available for free as often as you need, in person, via email or over video chat. Find a mentor at [sba.gov/score](http://sba.gov/score).

#### WOMEN’S BUSINESS CENTERS

<table>
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<tr>
<th>Quantity</th>
<th>Description</th>
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<tbody>
<tr>
<td>100+</td>
<td>Women’s Business Centers</td>
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</tbody>
</table>

Women entrepreneurs receive essential business counseling and 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 a business. To learn about SBA resources for women visit [sba.gov/women](http://sba.gov/women).

#### VETERANS BUSINESS OUTREACH CENTERS

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<th>Quantity</th>
<th>Description</th>
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<tbody>
<tr>
<td>20+</td>
<td>Veterans Business Outreach Centers</td>
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</tbody>
</table>

Veteran and military entrepreneurs receive business training, counseling, and referrals to other SBA Resource Partners at a Veterans Business Outreach Center, [sba.gov/vboc](http://sba.gov/vboc). Receive procurement guidance to 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 funded through SBA cooperative agreements or grants.

SCORE

Visit sba.gov/score to start working on your business goals. Contact your local office to schedule an appointment.

Androscoggin County #325
Androscoggin Valley Council of Governments
125 Manley Road
Auburn
(207) 782-3708, by appointment
androscoggincounty.score.org

Augusta #305
SBA Maine District Office
Federal Building
68 Sewall St., room 512
(207) 622-8509, by appointment
augustame.score.org

Bangor #314
Federal Building
202 Harlow St., suite 20700
(207) 772-1147, by appointment
bangor.score.org

Downeast Maine #389
Ellsworth
(207) 667-5800, by appointment
downeastmaine.score.org

Oxford Hills #479
2 Market Square
South Paris
(207) 743-0499, by appointment
oxfordhills.score.org

Portland #53
East Tower
100 Middle St., second floor
(207) 772-1147, by appointment
portlandme.score.org

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

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

Women’s Business Centers

CEI Women’s Business Centers

<table>
<thead>
<tr>
<th>Location</th>
<th>Address</th>
<th>Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brunswick</td>
<td>30 Federal St.</td>
<td>(207) 504-5900</td>
</tr>
<tr>
<td>Portland</td>
<td>2 Portland Fish Pier, suite 201</td>
<td>(207) 535-2914</td>
</tr>
<tr>
<td>Farmington</td>
<td>165 Front St.</td>
<td>(207) 241-5593</td>
</tr>
<tr>
<td>Machias</td>
<td>7 Ames Way</td>
<td>(207) 241-5592</td>
</tr>
</tbody>
</table>

Veterans Business Outreach Center

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

Center for Women & Enterprise

132 George M. Cohan Blvd., second floor
Providence, RI
(844) 404-2171
Project Director Marco Capaldi
mcapaldi@cweonline.org
cweonline.org/vboc
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 represents small business and advances its concerns before Congress, the White House, federal agencies, federal courts, and state policy makers.

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

The ombudsman’s office helps you:

» resolve regulatory disputes with federal agencies

» reduce unfair penalties and fines

» seek remedies when rules are inconsistently applied

» recover payment for services done by government contractors

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

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

Name Registration
Register your business name with the county clerk where your business is located. If you’re a corporation, also register with the state. The Division of Corporations files nonprofit and business corporations, limited partnerships, limited liability companies, limited liability partnerships and marks. There is no provision under Maine law for filing trade names of sole proprietorships or general partnerships at the state level. If you are operating your business as a sole proprietor, under a trade name, or as a general partnership, you are required by Maine law to file with the municipal clerk where your business is located, maine.gov/sos/cec/corp.
Taxes
As a business owner, you should know your federal tax responsibilities and make some business decisions to comply with certain tax requirements. The IRS Small Business and Self-Employed Tax Center, go.usa.gov/xPxFYR, offers information on a variety of topics including: obtaining an Employer Identification Number, paying and filing income tax, virtual workshops, forms, and publications.

As the IRS continues to implement some of the Tax Cuts and Jobs Act provisions, your tax obligations may change. Visit the Tax Reform Provisions that Affect Businesses page on irs.gov for the latest tax reform updates that affect your bottom line.

» IRS Tax Assistance Centers
Call (844) 545-5640 for an appointment

Augusta
68 Sewall St.
(207) 480-6095

Bangor
202 Harlow St.
(207) 942-8573

Presque Isle
(207) 764-0947

South Portland
220 Maine Mall Road
(207) 879-4683

» State Taxes
Maine imposes an income tax on all entities organized as corporations and that have Maine income. The corporate income tax is graduated, with rates ranging from 3.5% (for income up to $25,000) to 8.93% (for income more than $250,000).

Maine Revenue Service Corporate Tax Division (207) 624-9670
If you plan to sell products, you will need a Sales Tax Resale Certificate. It allows you to purchase inventory, or materials, which will become part of the product you sell, from suppliers without paying taxes. It requires you to charge sales tax to your customers, which you are responsible for remitting to the state.

Maine Revenue Service Sales Tax Division (207) 624-9693
maine.gov/revenue/salesuse

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, at (800) 772-1213 or visit socialsecurity.gov/employer. 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 email I-9central@dhs.gov.

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

Bangor
202 Harlow St., suite 20900
(207) 941-8177

Augusta
40 Western Ave., room 121
(207) 626-9160

» Bureau of Labor Standards Customer Service Unit
(207) 623-7900

» Bureau of Unemployment Compensation
maine.gov/labor/unemployment/separation_request.html

» Maine’s Job Link Manager
Julie Kramer
(207) 623-7967
juliekramer@maine.gov

» Workers’ Compensation Board
27 State House Station, Augusta
(207) 287-3751 or toll free (888) 801-9087
maine.gov/wcb

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

Department of Labor Association Health Plans allow small businesses, including self-employed workers, to band together by geography or industry to obtain healthcare coverage as if they were a single large employer. For information, visit dol.gov/general/topic/association-health-plans.

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 and 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.

Accessibility and ADA Compliance
For assistance with the Americans with Disabilities Act, call the ADA Center at (800) 949-4232 or the Department of Justice at (800) 514-0301. Direct questions about accessible design and the ADA standards to the U.S. Access Board at (800) 872-2253, TTY (800) 993-2822, ta@access-board.gov or visit access-board.gov.

Child Support
Employers are essential to the success of the child support program and are responsible for collecting 75% 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. Download the fact sheet about the Employer’s Role in the Child Support Program at the Office of Child Support Enforcement’s website at acf.hhs.gov/programs/css > employer responsibilities. You can also find

Reeves Clippard used the business knowledge he acquired in the SBA Emerging Leaders program to grow A/R Solar in Seattle, WA.
information about other employer responsibilities and tools that can make meeting those responsibilities easier, such as electronic income withholding orders and the Child Support Portal. Send questions to employerservices@acf.hhs.gov.

**Intellectual Property**

Patents, trademarks, and copyrights are types of intellectual property that serve to protect creations and innovations. The United States Patent and Trademark Office is the federal agency that grants U.S. patents and registers trademarks. For information and resources about U.S. patents and federally registered trademarks consult uspto.gov. Call the patent and trademark office help center at (800) 786-9199 or visit the U.S. Patent and Trademark headquarters in Alexandria, Virginia.

A patent for an invention is the grant of a property right to an inventor, issued by the U.S. patent office. The patent granted is the right to exclude others from making, using, offering for sale, or selling the invention in the United States or importing the invention into the country. For information visit uspto.gov/inventors.

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.

A trademark or service mark includes any word, 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. The U.S. Patent and Trademark Office only registers federal trademarks and service marks. Federally registered trademarks may conflict with and supersede those registered only at the state level. Visit uspto.gov/trademarks.

Trademarks and service marks may be registered in Maine with the Secretary of State.

» **Bureau of Corporations, Elections and Commissions**  
101 State House Station, Augusta  
(207) 624-7752  
maine.gov/sos/cec/corp/trademarks.html

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 they may protect the way they are expressed. For general information contact:

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

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**Chambers of Commerce**

Bangor Region  
bangorregion.com

Belfast area  
belfastmaine.org

Bethel area  
bethelmaine.com

Biddeford-Saco  
biddefordsacocochamber.org

Blue Hill Peninsula  
bluehillpeninsula.org

Boothbay Harbor region  
boothbayharbor.com

Bridgton Lakes region  
mainelakeschamber.com

Bucksport Bay area  
bucksportbaychamber.com

Central Aroostook  
centralaroostookchamber.com

Damariscotta region  
damariscottaregion.com

Deer Isle-Stonington  
deerisle.com

Eastport area  
eastportchamber.net

Ellsworth area  
ellsworthchamber.org

Franklin County  
franklincountymaine.org

The Forks  
forksarea.com

Greater Freeport  
freeportmainechamber.com

Greater Fort Kent area  
fortkentchamber.com

Greater Houlton  
greaterhoulton.com

Jackman-Moose River  
jackmanmaine.org

Jay, Livermore, Livermore Falls  
jay-livermore-lf.org

Katahdin  
katahdinmaine.com

Kennebec Valley  
augustamaine.com

Kennebunk-Kennebunkport-Arundel  
gokennebunks.com

Lewiston-Auburn Metropolitan  
lametrochamber.com
With the guidance of the SBA, Gricelda Mata qualified for SBA-backed financing to grow her restaurant in Wyoming, MI, outside Grand Rapids. She opened Lindo Mexico’s new location in 2015, complete with a larger dining area, an expanded bar, and a patio area.

Economic Development

Maine Department of Economic & Community Development
maine.gov/decd

Business owners can benefit from targeted tax relief, broadband access, community block grants, and tourism marketing funds provided by the Maine Department of Economic & Community Development.

59 State House Station, Augusta
(207) 624-9800
maine.gov/decd

Androscoggin Valley Council of Governments
125 Manley Road, Auburn
(207) 783-9186
avcog.org

Eastern Maine Development Corp.
40 Harlow St., Bangor
(207) 942-6389
dmdc.org

Greater Portland Council of Governments
970 Baxter Blvd., second floor, Portland
(207) 774-9891
gpcog.org

Kennebec Valley Council of Governments
17 Main St., Fairfield
(207) 453-4258
kvcog.org

Midcoast Economic Development District
165 Main Street, suite 2D, Damariscotta
(207) 370-6045
mcedme.org

Northern Maine Development Commission
11 W. Presque Isle Road, Caribou
(207) 498-8736
nmdc.org

Southern Maine Regional Planning Commission
110 Main St., suite 1400, Saco
(207) 571-7065
smrpc.org

Sunrise County Economic Council
53 Prescott Drive, suite 3, Machias
(207) 255-0983
sunrisecounty.org

Limestone
limestonemaine.org/limestone-chamber-of-commerce

Machias Bay area
machiaschamber.org

Maine State
mainechamber.org

Mid Maine
midmainechamber.com/cms

Moosehead Lake
destinationmooseheadlake.com

Mount Desert
mountdesertchamber.org

Ogunquit
ogunquit.org

Old Orchard Beach
oldorchardbeachmaine.com

Oxford Hills
oxfordhillsmaine.com

Penobscot Bay region
camdenrockland.com

Piscataquis
piscataquischamber.com

Portland region
portlandregion.com

Rangeley Lakes
rangeleymaine.com

River Valley
rivervalleychamber.com

Sanford Springvale
sanfordchamber.org

Schoodic
acadia-schoodic.org

Sebago Lakes region
sebagolakeschamber.com

Sebasticoook Valley
ourchamber.org

Skowhegan area
skowheganareachamber.com

Southern Midcoast Maine
midcoastmaine.com

Southwest Harbor and Tremont
acadiachamber.com

Trenton
trentonmaine.com

Union area
unionareachamber.org

Van Buren
vanburenmaine.com/chamber.html

Vinalhaven
vinalhaven.org
Need entrepreneurship training?
In Boots to Business, 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 as part of the Department of Defense’s Transition Assistance Program.

Who’s eligible?
Service members transitioning out of active duty and military spouses. Are you a veteran or member of the National Guard or Reserve or a military spouse? Reboot teaches this entrepreneurship curriculum off base and in local communities. Register for either B2B program at https://sbavets.force.com.

For women veterans
Receive entrepreneurial training geared toward women veterans, service members, and spouses of service members through these SBA-funded programs:
» Veteran Women Igniting the Spirit of Entrepreneurship in Syracuse, New York
» LiftFund in San Antonio, Texas

For service-disabled veterans
Learn how to start and grow a small business using these SBA-funded programs:
» Entrepreneurship Bootcamp for Veterans with Disabilities in Syracuse, New York
» Veterans Entrepreneurship Program at the Ria Center for Entrepreneurship, Spears School of Business, Oklahoma State University in Stillwater, Oklahoma
» Veteran Entrepreneurship Jumpstart at St. Joseph’s University in Philadelphia, Pennsylvania
» Dog Tag Inc., affiliated with Georgetown University in Washington, DC

Need financing?
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. Ask your local SBA district office or SBA Lender about the Veterans Advantage program.

Have an employee who was called to active duty?
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. Ask your local SBA district office or SBA Lender about the Military Reservist Economic Injury Disaster Loan.

Interested in contracting?
Veteran-owned and service-disabled veteran-owned small businesses interested in federal contracting receive training from the Veteran Institute for Procurement, which offers a platform with three training programs to assist veterans. Visit nationalvip.org.

VIP Start
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
Strategize 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
Enter or expand your federal and commercial contracting opportunities overseas.

Get certified
Learn about the service-disabled veteran-owned small business certification program on page 49.

For more assistance
Veteran and military entrepreneurs receive business training, counseling, and referrals to other SBA Resource Partners at a Veterans Business Outreach Center, sba.gov/vboc. For veterans business information visit sba.gov/veterans.

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

HOW THE SBA HELPED US SUCCEED
Margot Adam Langstaff, left, and Elisa Hamill, right, sought assistance from their local Veterans Business Outreach Center, which helped them better compete for government contracts. LifeHealth of Littleton, CO has expanded to more than 30 states with offices in Washington, DC and San Antonio, TX. Their clients include the Department of Defense, the National Guard, and the Indian Health Service. They also expanded their business using an SBA-backed line of credit for $350,000. Margot started her career as an Army medic, eventually running one of the largest outpatient clinics in the Northeast at Ft. Devens, MA.

Opportunities for Veterans

Members of the military community can start and grow their small businesses with the help of SBA programs.
Regional Innovation Clusters
Create jobs and grow the economy through an SBA Regional Innovation Cluster.

Who should join
Small businesses driving innovation in one of these tech industries:
• advanced composites
• agTech
• bioscience
• food processing
• data sciences
• medical sciences
• power and energy
• unmanned aerial systems
• water tech
• wood products

How it works
Each industry cluster is based in a geographic region. Your small business must be located in or near that region in order to join the cluster. For example, the AgLaunch Initiative cluster, which focuses on agricultural technology, is located in the Tennessee area. A small agTech business in or near Tennessee will connect with other agTech suppliers, service providers, and related institutions through that innovation cluster.

How it benefits you
Network with other industry innovators and connect with resources that will help your small business find funding. You’ll also receive guidance on how to better compete for government contracts and other opportunities so you can grow and expand. Receive free technical and legal assistance to develop your tech and get it to market for government and industry buyers.

Get involved
Find an SBA Regional Innovation Cluster near you by visiting sba.gov/localassistance. Select the regional innovation clusters on the drop-down menu.

Online Resources
Find free short courses and learning tools to start and grow your small business at sba.gov/learning. The free SBA 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
• buying a business
• financing options
• digital and traditional marketing to win customers
• disaster recovery
• understanding your customer

Native American Workshops
Tribal enterprises and business organizations can receive training at an SBA Entrepreneurial Empowerment Workshop. These workshops cover business concepts important for starting, growing, or expanding a small business. RedWind instructors identify and help participants avoid common pitfalls. Learn how to prepare a business plan, gain access to capital, and basic book keeping. Request a workshop in your area by visiting nativesmallbusiness.org.
SBA Regional Innovation Clusters

2. The Ozarks Cluster – Startup Junkie (Industry focus: Food processing, supply chain, & logistics)
3. The Water Council Cluster
4. Marine Industry Science & Technology Cluster
5. BioSTL: St. Louis Biosciences Cluster
6. Oklahoma-South Kansas Unmanned Aerial Systems Cluster
7. The Appalachian Ohio Wood Products Cluster
8. Conductor RIC in Healthcare, Education & Data/Decision Sciences – Startup Junkie Consulting
9. Integrative Business Services Inc. (Industry focus: Optics)
10. Great Plains Technology & Manufacturing Cluster
11. Montana Bioscience Cluster – Montana Technology Enterprise Center
12. AgLaunch Initiative
13. Utah Advanced Material Manufacturing Initiative
Write your Business Plan

Your business plan is the foundation of your business. Learn how to write a business plan with the help of an SBA Resource Partner.

TRADITIONAL BUSINESS PLAN FORMAT

When you write your business plan, you don’t have to stick to the exact business plan template. Instead, use the sections that make the most sense for your business and your needs.

Executive Summary
Briefly summarize your company 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
Go into detail about the problems your business solves. Be specific as to audience and location. List out the consumers, organizations, or businesses your company plans to serve. Explain the competitive advantages you have that will make your business successful. Are there experts on your team? Have you found the perfect location? Your company description is the place to boast about your strengths.

Market Analysis
Demonstrate a solid understanding of your industry outlook and target market. This is where it pays to partner with an experienced business counselor from your local Small Business Development Center, SCORE, Women’s Business Center, or Veterans Business Outreach Center—all these SBA Resource Partners provide free or low-cost business assistance. Competitive research will show what other businesses are doing and their strengths. 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
Explain 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 limited liability company.

Business plans help you run your business.
A good business plan guides you through managing your business. You’ll use your business plan as a roadmap for how to structure, run, and grow your new business.

Business plans can help you get funding or bring on new business partners. Investors want to 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 investment. Brainstorm with a business counselor (visit one of our SBA Resource Partners detailed on page 8) and write a traditional business plan, which uses a standard structure and detailed sections. Once you’ve got it all down, you can then condense it to a lean startup business plan, which typically contains key points on only one page.

Want to see an example of a business plan?
View examples of business plans at sba.gov/business-guide/plan/write-your-business-plan-template
Use an organizational chart to show the hierarchy. Explain how each person's experience will contribute to the success of your venture. Consider including CVs of key members.

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

**Marketing and Sales**
Your marketing strategy should evolve and change to fit your needs in each context.

Describe how you'll attract and retain customers. Show how a sale will actually happen. You'll refer to this section later when you make financial projections, so be thorough.

**Funding Request**
If you're asking for funding, outline your funding requirements. Specify whether you want debt or equity and the terms you'd like. Your goal is to clearly explain how much funding you'll need over the next five years and how the investment will be used.

Specify if you need funds to buy equipment or materials, pay salaries, or cover specific bills until revenue increases. Explain how you'll pay off the debt.

**Financial Projections**
Supplement your funding request with a prospective financial outlook for the next five years. Show how your business 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. List collateral you could put against a loan.

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.

Use visual organization tools—graphs and charts—to tell your business's financial story.

**Appendix**
Here you'll attach supporting documents or other requested materials. Common items to include are credit histories, CVs, product pictures, letters of reference, licenses, permits, patents, legal documents, and other contracts.

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**LEAN STARTUP PLAN FORMAT**

Write a lean startup plan if requested from an investor, or if your business is relatively simple or you plan to regularly change and refine as you go.

Lean startup plans use more visual organization tools and only a handful of elements to describe your company's value proposition, infrastructure, customers, and finances. They're useful for visualizing your company's fundamental facts. Your business counselor can help you edit down into the Business Model Canvas, used here—the most well known style, or another lean startup template.

**Key Partnerships**
Note the other businesses you'll work with—suppliers, manufacturers, subcontractors, and similar strategic partners.

**Key Activities**
List the ways your business will gain a competitive advantage. Will you sell direct to consumers or use technology to tap into the sharing economy?

**Key Resources**
List resources you'll leverage to create value for your customer. Your most important assets include staff, capital, or intellectual property. 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. Think through the customer experience from start to finish. Is it automated or personal? In person or online?

**Customer Segments**
Name your target market. Your business won't be for everybody; it's important to have a clear sense of who you serve.

**Channels**
List the most important ways you'll talk to your customers.

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

**Revenue Streams**
Explain how your company makes money: direct sales, memberships fees, selling advertising space? If your company has multiple revenue streams, list them all.

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**LEAN STARTUP PLAN CHECKLIST**

- Key partnerships
- Key activities
- Key resources
- Value proposition
- Customer relationships

- Customer segments
- Channels
- Cost structure
- Revenue streams
10 Tips to Help You Build and Grow a Stand-Out Small Business Brand

Build a better business with these time-tested tips.

The United States loves small businesses. That’s according to a survey by the Pew Foundation reported by Small Business Trends, smallbiztrends.com, which found that 71% 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. 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. 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 things come together to create a hugely competitive value proposition, the linchpin of your brand.

But what can you do to leverage these experiences and grow the appeal of your brand without breaking the bank?
What is Your Brand?

It’s important to understand that your brand is much more than your logo, merchandising or products. It is all the experiences customers have with your business, including the visual elements of your business. It also includes what you do, how you do it, customer interactions, and your marketing. All of these elements help establish the trust and credibility of your business.

Stand Out

If your brand is going to be strong, you need to be able to pinpoint what makes you different from competitors. 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.

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. 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.

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 thrive when the energy of the owner is present.

Get Your Name and Logo Right

It’s important to get this right the first time because changing your name and logo later can be costly. 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. When I see their logos, it makes me feel good; I feel an affinity with them. That’s what you need to shoot for.

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 they do that makes you feel good about doing business with them?

Build Community Around What You Do

A successful brand is one 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. 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.

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. 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. If you are passionate about your business, be an advocate for it. Invite people in!

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. 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.

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 a combination of these.

written by Caron Beesley, contributor
10 STEPS to Start Your Business

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

1. **Conduct market research.**
   This will tell you if there’s an opportunity to turn your idea into a successful business. Gather information about potential customers and businesses already operating in your area so you can use that information to find a competitive advantage.

2. **Write your business plan.**
   This is the roadmap for how to structure, run, and grow your new business. You’ll use it to convince people that working with you and/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 startup. Investors or lenders will help you get the amount you need.

4. **Pick your business location.**
   Are you setting up a brick-and-mortar business or launching online?

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.**
   Pick a name reflecting your brand. Check your secretary of state’s website to make sure your business name isn’t already being used.

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 often your state government.

8. **Get federal and state tax IDs.**
   You’ll use your Employer Identification Number 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 vary by industry, state, and location.

10. **Open a business bank account.**
    A small business checking account can help you handle legal, tax, and day-to-day issues.
Jieming “Janie” Wang and Chris Anderson
OWNERS, MODERNIST PANTRY
Eliot, ME

Janie Wang and Chris Anderson’s love of modernist cuisine fed an entrepreneurial dream that has expanded into a thriving business thanks to SBA assistance. The Modernist Pantry online store specializes in ingredients and equipment for the at-home and professional modernist chef, whether buying by the gram or in bulk. In addition to creating their own ingredients (like pineapple fruit powder and Foam Magic), selling gadgets (cream whippers and spherification spoons), the Modernist Pantry also produces its own recipes and educational videos from its test kitchen and studio. The couple started out as home chefs, moving business operations first from their basement to a garage and then a stand-alone home office. When they decided to expand further in Eliot with a state-of-the-art manufacturing and distribution facility, they turned to the SBA for affordable business financing.

- **What challenge did you have?** Access to capital has always been a challenge for a business that has a large online presence but also a need for a physical footprint. Our catalog has grown to over 600 tools and ingredients, serving a large base of restaurants, caterers, and culinary schools in addition to the modern at-home cook. We’re proud that many top chefs rely on us to supply the things they can’t find anywhere else, like ingredients and gadgets for foaming, PH buffering, and fermentation. Despite our loyal customers and steady growth, we serve a niche market. Many lenders view the online retail place as less stable, so we weren’t able to find traditional financing to expand the business. In the meantime, our home was overflowing with inventory. We needed the space to do product development, testing, manufacturing, and distribution.

- **What was the SBA solution?** Our small business qualified for the SBA-backed 504 Certified Development Company loan program through Bangor Savings Bank and Granite State Development Corp., allowing us to purchase land and build a 10,000-square-foot manufacturing and distribution center in our hometown of Eliot. The SBA guarantees loans made by lending institutions to small business that would not otherwise be able to obtain financing. The 504 program allows those who are eligible to purchase or renovate real estate with a competitive fixed-rate mortgage. Robert Nadeau, the Bangor Savings Bank SBA specialist, helped us find the right program for our small business.

- **What benefit did this have for you?** We have 13 employees putting their talents and energy toward Modernist Kitchen. Our Eliot facility has room to grow our catalog of products. We strive to remain on the cutting edge of culinary technology, offering specialized functional ingredients and brands while also expanding into the vegetarian and gluten-free markets.
Crafting a Business

SBA-backed financing helped Superstition Meadery expand into a multimillion dollar enterprise.

written by Becky Bosshart
Jennifer and Jeff Herbert’s home-based brewing has expanded into a global, multimillion dollar enterprise thanks to SBA assistance. Using Arizona honey and ingredients they’ve sourced from around the world (such as Tahitian vanilla and Moroccan saffron), the Herbets are selling nearly 30,000 gallons annually of their honey-based fermented beverage. They operate a downtown Prescott, Arizona tasting room and state-of-the-art production facility, creating jobs and building a local craft industry. The Herbets, founding members of the American Mead Makers Association, have traveled around the world hosting pairing events and pouring at craft beverage festivals.

Challenge
The Herbets wanted to scale up their meadery while also staying true to their values of quality ingredients and craft process. It is often difficult for new entrepreneurs or unique concepts like a meadery to get traditional financing, even though they knew they had a great idea, the backing wasn’t there to expand. They say that choosing to do something new breaks the mold, which can be uncomfortable for traditional lenders.

Solution
Thanks to guidance from an SBA Resource Partner, the Small Business Development Center at Yavapai Community College, Jennifer and Jeff learned about financing that worked for them. The SBA guarantees loans made by lending institutions to small business that would not otherwise be able to obtain financing. Their small business qualified for two SBA-backed loans totaling more than $600,000. The Herbets’ first SBA-backed loan allowed them to acquire commercial property to design and build their mead production facility. Their second SBA-backed loan provided the funding for professional brewing equipment to complete their 7,450-square-foot production space. The Herbets recently purchased a historic building in downtown Phoenix, Arizona to open a mead-pairing restaurant.

Benefit
The Herbets started with two employees and now have over 20 producing 29,000 gallons this year. From a homegrown setup, Jennifer and Jeff are now charting revenue in excess of $2.6 million and distributing to 37 states, across Europe and Southeast Asia. They have plans for another expansion, including a shipping warehouse to manage their online retail and wholesale orders.

Get guidance.
Develop a working relationship with an SBA Resource Partner (see page 8) to help you find the funding that works best for you.

Define your lending needs.
Determine if a loan is right for you. Is this the right time? How much do you need? What are you going to use it for?

Talk to multiple lenders.
See who best matches you and your business. Has the lender successfully worked with other businesses in your industry?

Check all options.
Consult with your lender to see if you’re eligible for SBA financing programs, determined by your industry & experience; collateral; credit score; and the relationship & transparency you develop with the lending agent.

Be ready for the ups and downs.
Your entrepreneurial endeavor will be a roller coaster ride filled with challenges and successes. The path is all consuming so make sure that you love what you do. Passion is the price of admission.

Jennifer and Jeff Herbert’s home-based brewing has expanded into a global, multimillion dollar enterprise thanks to SBA assistance. Using Arizona honey and ingredients they’ve sourced from around the world (such as Tahitian vanilla and Moroccan saffron), the Herbets are selling nearly 30,000 gallons annually of their honey-based fermented beverage. They operate a downtown Prescott, Arizona tasting room and state-of-the-art production facility, creating jobs and building a local craft industry. The Herbets, founding members of the American Mead Makers Association, have traveled around the world hosting pairing events and pouring at craft beverage festivals.

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FUNDING PROGRAMS

SBA-backed Loans

help small business owners and entrepreneurs who are creditworthy but don’t qualify for conventional financing. If you cannot obtain a business loan with reasonable rates and terms, contact your local SBA Lender to see if you are eligible for SBA programs. The SBA works with participating lenders to reduce their risk, increasing the likelihood your loan will be approved with the terms that work best for you. 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 lender in accordance with your terms.

Lender Match

Find a lender interested in working with you at sba.gov/lendermatch. This matching tool connects entrepreneurs with SBA Lenders in your area.

Grow your business.

Katahdin Trust is proud to be your trusted banking partner from 16 locations throughout Maine:

GREATER BANGOR
Broadway Shopping Center, Bangor
Springer Drive, Bangor
Western Avenue, Hampden

NORTHERN MAINE
Ashland — Caribou — Eagle Lake
Fort Fairfield — Fort Kent — Houlton

ISLAND FALLS — Mars Hill — Oakfield

POTTS — Presque Isle — Van Buren

We help businesses write their own success stories.

Developing a goal for success.

Craig Stewart wanted to expand his family business, Andes Variety. In partnership with the SBA, Bar Harbor Bank & Trust helped him make this project a reality. To see this and other success stories, go to www.bhbt.com/success-stories.

Call 207-669-6811 today to connect with our Commercial Banking team.
SBA Lenders

Our participating SBA Lenders serve all Maine. To find more bank locations, visit the lender’s website.

SOUTHERN MAINE

BATH
Bath Savings Institution
105 Front St.
(207) 442-7711
bathsavings.com

BIDDEFORD
Biddeford Savings Bank
254 Main St.
(207) 284-5906
biddefordsavings.com

GORHAM
Gorham Savings Bank
64 Main St.,
(207) 839-4450
gorhamsavings.bank

PORTLAND
Evergreen Credit Union
225 Riverside St.
(207) 221-5000
egcu.org

SACO
Saco & Biddeford Savings Institution
252 Main St.
(207) 284-4591
sbsavings.bank

Southern Maine Finance Agency
190 Main St., third floor
(207) 282-1748
smfamaine.org

WESTBROOK
Infinity FCU
202 Larrabee Road
(207) 854-6000
infinityfcu.com

CENTRAL MAINE

AUBURN
Mechanics Savings Bank
100 Minot Ave.
(207) 786-5715
mechanicssavings.com

AUGUSTA
Kennebec Savings Bank
150 State St.
(207) 622-8501
kennebecsavings.bank

LEWISTON
Androscoggin Bank
30 Lisbon St.
(207) 753-1534
androscogginbank.com
Auburn Savings
256 Court St.
(207) 782-6871
auburnsavings.com
Maine Family Federal Credit Union
555 Sabattus St.
(207) 808-0343
mainefamilyfcu.com

WATERVILLE
KSW FCU
222 College Ave.
(207) 872-5602
kswfcu.org
New Dimensions Federal Credit Union
61 Grove St.
(207) 872-2771
newdimensionsfcu.com

WESTERN MAINE

FARMINGTON
Franklin Savings Bank
197 Main St.
(207) 778-3339
franklinsavings.bank

SKOWHEGAN
Skowhegan Savings Bank
13 Elm St.
(207) 474-9511
skowhegansavings.com

MIDCOAST

BATH
Bath Savings Institution
105 Front St.
(207) 442-7711
bathsavings.com

First Federal Savings & Loan Association
125 Front St.
(207) 442-8711
firstfederalbath.com

BRUNSWICK
Atlantic Federal Credit Union
55 Cushing St.
(207) 865-6435
atlanticfcu.com

DAMARISCOTTA
Damariscotta Bank & Trust Co.
25 Main St.
(800) 639-8381
damariscottabank.com
First National Bank
223 Main St.
(207) 563-3195
the first.com

BANGOR
Infinity FCU
193 Broad St.
(207) 854-6000
infinityfcu.com

BREWER
Brewer Federal Credit Union
77 N. Main St.
(207) 989-7240
brewerfcu.org

BUCKSPORT
Seaboard Federal Credit Union
177 Main St.
(207) 469-6341
seaboardfcu.com

CARIBOU
Aroostook Savings and Loan
43 High St.
(207) 498-8726
yourhomebank.com
FUNDING PROGRAMS

County Federal Credit Union
82 Bennett Drive
(207) 498-8756
countyfcu.org

EAST MILLINOCKET
Eastmill Federal Credit Union
60 Main St.
(207) 746-3428
eastmillfcu.org

FORT KENT
Acadia FCU
9 E. Main St.
(207) 834-6167
acadiafcu.org

HAMPDEN
Maine Savings Federal Credit Union
101 Western Ave.
(207) 862-6500
mainesavings.com

MADAWASKA
Norstate Federal Credit Union
78 Fox St.
(207) 728-7555
norstatefcu.org

MILLINOCKET
Katahdin Federal Credit Union
1000 Central St.
(207) 723-9718
katahdinfcu.org

OLD TOWN
Penobscot County Federal Credit Union
205 Main St.
(207) 827-3165
penobscotfcu.com

STATEWIDE, REGIONAL, AND NATIONAL LENDERS

Bangor Savings Bank
(207) 942-5211
bangor.com

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

Bar Harbor Bank & Trust
(207) 288-3314
bhbt.com

Berkshire Bank
(413) 443-5601
berkshirebank.com

Camden National Bank
(207) 236-8821
camdennational.com

Celtic Bank Corp.
(801) 363-6500
celticbank.com

Citizens Bank
(401) 456-7000
citizensbank.com

Eastern Bank
(617) 897-1100
easternbank.com

Katahdin Trust Co.
(207) 528-2211
katahdintrust.com

Kennebunk Savings Bank
(207) 469-2880
kennebunksavings.com

KeyBank
(207) 874-6965
key.com

Live Oak Banking Co.
(910) 790-5867
liveoakbank.com

Machias Savings Bank
(207) 255-3347
machiasavings.bank

Meredith Village Savings Bank
(603) 279-7986
mvsb.com

NBT Bank
(207) 808-4485
nbtbank.com

Northeast Bank
(207) 786-3245
northeastbank.com

Northeast CU
(603) 436-1847
necu.org

Northway Bank
(603) 752-1171
northwaybank.com

Norway Savings Bank
(207) 743-7986
norwaysavings.bank

Optima Bank & Trust Co.
(603) 433-9600
optimabank.com

Partner’s Bank
(207) 324-2285
partnersbankonline.com

People’s United Bank
(207) 828-3000
peoples.com

Provident Bank
(978) 388-0050
the provident bank.com

Salem Five Cents Savings Bank
(978) 745-5555
salemfive.com

TD Bank
(207) 317-8816
tdbank.com

University Credit Union
(207) 889-8600
ucu.maine.edu

Wells Fargo
(605) 575-6900
wellsfargo.com

Workers CU
(978) 345-1021
wcu.com

Participating
Certified Development Companies

Eastern Maine Development Corp.
40 Harlow St.
Bangor
(207) 942-6389 or (800) 339-6389
emdc.org

Granite State Development Corp.
217 Commercial St., suite 301
Portland
(207) 740-8659 or (207) 646-5988
granitestatedev.com

Northern Maine Development Commission
11 W. Presque Isle Road
Caribou
(207) 498-8736 or (800) 427-8736
nmcdc.org

Community Advantage Lender

Eastern Maine Development Corp.
40 Harlow St.
Bangor
(207) 942-6389
emdc.org

Participating
Microlenders

Androscoggin Valley Council of Governments
125 Manley Road
Auburn
(207) 783-9186
avcog.org

CEI
30 Federal St., suite 100
Brunswick
(207) 704-5900
cemaine.org

Community Concepts Finance Corp.
17-19 Market Square
South Paris
(207) 743-7716 or (800) 866-5588
community-concepts.org

MaineStream Finance
262 Harlow St.
Bangor
(207) 973-3500 or (800) 215-4942
mainestreamfinance.org

Northern Maine Development Commission
11 W. Presque Isle Road
Caribou
(207) 498-8736 or (800) 427-8736
nmcdc.org
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 cannot 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%
- **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%

**Microloans**

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%; loans $10,000 and greater, lender cost + 7.75%
- **TERMS:** lender negotiated, no early payoff penalty

**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%; for loans of $50,000 and greater, prime + 4.75%
- **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%

**Community Advantage**

A financing program 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%
- **TERMS:** up to 25 years for real estate, 10 years for equipment and working capital
- **GUARANTEE:** 75 to 90%

**504 Certified Development Company Loan**

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

- **MAX LOAN AMOUNT (UP TO 40% 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% of the project cost (with no SBA guarantee); the CDC finances up to 40% 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%
Go Global with International Trade

Businesses that export are more resilient—they are less dependent on any one market. Exporting also stabilizes sales for those who make seasonal products.

Expand your Market
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
Having trouble securing capital to meet your small business exporting needs? Use SBA international trade programs to cover short or long-term costs necessary to sell goods or services abroad. Loan proceeds can be used for working capital to finance foreign sales or for fixed assets, helping you better compete globally. You can apply for lines of credit prior to finalizing an export sale or contract, so adequate financing is in place by the time you win your contract. If you’ve been in business for at least a year, ask your area SBA regional finance manager about the Export Working Capital program. The International Trade Loan program also helps exporters who have been adversely affected by foreign importing competition, helping you better compete globally.

Max loan amount: $5 million

Interest rate: for Export Working Capital, the rate is negotiated between borrower and lender. For the International Trade Loan, it also cannot exceed prime + 2.75% for loan amounts over $50,000 and maturity of seven years or more

Terms: For Export Working Capital, typically one year, cannot exceed three years. For International Trade Loans, up to 25 years for real estate, up to 10 years for equipment

Guarantee: up to 90%

Export Express uses a streamlined process that expedites the SBA guarantee—what small businesses need most when preparing to export or ramping up international trade on a fast timeline.

Max loan amount: $500,000

Interest rate: typically not to exceed prime + 6.5%

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%

Approval time: 36 hours or less

Expert Advice on Exporting
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. Visit your local Small Business Development Center (see page 8) for exporting assistance from professional business counselors.
HOW THE SBA HELPED US SUCCEED

Small businesses that qualify for the SBA State Trade Expansion Program use grant proceeds to bolster their international market presence, which EarthQuaker Devices has done in a seismic way. A manufacturer of guitar special effects pedals in Akron, OH, EarthQuaker has built an international social media fanbase delivering content in seven languages, generating millions of website page views.

EarthQuaker owners Julie Robbins & Jamie Stillman developed their global marketing strategy and multilingual promo materials with the SBA State Trade Expansion Program. The couple also received global marketing counseling and research assistance from the Ohio Small Business development Center Export Assistance Network.

Help with Trade Barriers

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.
R&D Opportunities for High Growth Startups

Engaged in high-risk research and development? Compete for funding to develop your cutting-edge technology.

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 $3.5 billion in early stage capital through a competitive awards process.

How it works
Every year, participating federal agencies announce topical areas that address their R&D needs. Eligible businesses submit proposals to win either grants or contracts. There are three phases:
» The proof-of-concept stage typically lasts from 6-12 months, and ranges from $100,000-$225,000.
» The full R&D period lasts about 24 months and typically provides $600,000-$1.5 million.
» The commercialization stage is when you seek public or private funds for your venture.

How your startup benefits
The funding agency does not take an equity position or ownership of your business. The federal government also protects data rights and the ability to win sole-source phase III contracts.

Participating agencies:
» Department of Agriculture
» Department of Commerce
› National Institute of Standards and Technology

△ HOW THE SBA HELPED US SUCCEED
Killer Snails brings science out of the laboratory and into classrooms and living rooms with award-winning educational games, such as BioDive, Assassins of the Sea, and Biome Builder. The Brooklyn, NY-based business gained access to startup funding thanks to the Small Business Innovation Research program. Dr. Mandë Holford, left, Jessica Ochoa Hendrix, right, and Dr. Lindsay Portnoy envisioned how venomous marine snail research could be used in extended reality and digital learning to engage students and meet educators’ needs. The business has raised more than $1.2 million to support a team of full-time employees. Killer Snails’s tabletop, digital, augmented and virtual reality games have won national and international awards. 
At Gorham Savings Bank, we build strong partnerships through superior services, competitive products and a genuine belief in small business. From Cash Management to Merchant Card Services, our Business Banking team can meet the evolving needs of Maine businesses. Visit GorhamSavings.Bank/Business or call (207) 222-1485 to discover what we can do for your business.

- Smart Business Checking
- Cash Management
- Merchant Card Services
- Accounts Receivable Financing
- Working Capital Lines of Credit
- Guaranteed Loans

Investment Capital
Looking for investors? For mature, profitable businesses with sufficient cash flow to pay interest, a Small Business Investment Company can help scale up your small business.

How an SBIC works
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 then use the SBA-guaranteed capital and private funds to invest in qualifying small businesses. Each SBIC has its own investment profile in terms of targeted industry, geography, company maturity, the types and size of financing they provide.

To be eligible
The majority of your employees and assets must be within the United States. Some ineligible small businesses and activities include relenders, real estate, project financing, and foreign investment.

Visit sba.gov and click on Funding Program and then Investment Capital.
If you ask Stephanie Vitori, the person who coined the term “bittersweet” must have run a business. In the 15 years Stephanie has owned Cheeseburger Baby, the Florida burger joint has endured recessions, multiple hurricanes, and competition from corporate franchises. She has grown along with Cheeseburger Baby, changing with each stage of the business lifecycle.

Vitori worked as a delivery driver before purchasing the business in 2004. Since then, she’s expanded by purchasing two food trucks. She runs an open kitchen, which means customers can watch their 100% Angus beef cheeseburgers sizzle on the flat-top grill. Burgers are kept classic, no extra frills. “People feel at home,” Stephanie says. “You’re not just another table somebody has to serve.” Here, everybody feels like somebody, she says. So many people love a good cheeseburger, which is why all kinds of people are attracted to her restaurant. Cheeseburger Baby’s handcrafted patties have been featured on the Food Network and consumed by celebrities such as

How I Did It

Smiling After the Storm

With SBA assistance, Stephanie Vitori rebuilt her Miami Beach, FL restaurant after Hurricane Irma.

Written by Jess Walker
Jay-Z and Kanye West. Stephanie has met famous chefs “all through a cheeseburger.” But just as special to her is the Vietnamese couple who came in one day, speaking little English. They were eager to meet Stephanie and show her a napkin with “Cheeseburger Baby” scrawled on it. On the other side of the world, a friend had told them to come, so they did. It all just goes to show you, Stephanie says, people come together for a great cheeseburger.

Challenge
Despite these sweet moments, there have also been bitter ones. Hurricane Irma struck in 2017, and Cheeseburger Baby lost equipment and food supplies. Thirty percent of sales blew away with the wind. “It was a zombie zone in South Beach. People were scared to come since they thought everything was destroyed,” Stephanie says. “It was the roughest road I’ve ever traveled.”

Solution
An SBA disaster assistance loan aided Cheeseburger Baby’s recovery. The SBA provides direct low-interest loans to businesses of all sizes, nonprofits, homeowners, and renters to repair damage or replace property not covered by insurance or other forms of assistance. SBA disaster assistance loans can also be used to rebuild stronger, protecting your home or business against future damage caused by a disaster. The SBA also introduced Stephanie to her local Small
The SBA provides direct low-interest loans to businesses of all sizes, nonprofits, homeowners, and renters to repair or replace damaged property not covered by insurance or other forms of assistance.

SBA disaster assistance loans can also be used to rebuild stronger, protecting your home or business against future damage caused by a disaster. For information visit sba.gov/disaster.

Keep in mind

Since an SBA disaster assistance 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 for your disaster loss. Be sure to check with the organization offering assistance 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 assistance loan.

Get Ready

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.
Getting Back to Business: Six essential preparedness steps for creating a continuity plan

The financial and emotional cost of rebuilding a business after a disaster can be overwhelming. With a business continuity plan in place, you can recover more quickly. Your plan also puts you in a better position to contribute to the economic recovery of your community.

1. Establish a communications plan
   - Test your calling tree or communications list to reach employees to ensure they and their families are safe.

2. Protect your documents
   - Keep copies of vital business documents in a digital format or in an accessible, protected off-site location.

3. Review 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 because of a disaster.

4. 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. Put a disaster response plan in place to get key supplies from companies outside your area. Create a contact list of contractors and vendors you plan to use.

5. Plan for an alternative location
   - Identify several places to relocate your operations in case you must close your primary location for an extended time.
   - Consider creative options for available office space, including sharing space and resources with other businesses.
   - Allow employees to telecommute until your location reopens.

6. Practice your plan with your staff
   - Based on your location, assess your risk for every type of emergency.
   - Discuss as a group how your plan would be affected by different types of disasters, such as an earthquake, tornado, flood, mudslide, or hurricane.
Surety Bonds

SBA-backed surety bonds help small businesses succeed.

Eligible small businesses in the construction, supply, and service sectors better compete for contracting and subcontracting jobs using SBA-backed surety bonds.

How you benefit
Surety bonds help small businesses receive the bonding assistance they need to win contracts by providing the customer with a guarantee the work will be completed.

How surety bonds work
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.

Is the program right for you?
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
» those who cannot secure bonding through regular commercial channels
» subcontractors with a desire to establish their own bonding as a prime contractor
» those wishing to increase their current bonding limits

HOW THE SBA HELPED ME SUCCEED
With SBA-backed surety bonds, Frank Spencer III has been able to better compete for commercial and government contracts. Aztec Contractors of El Paso, TX received the bonding support it needed to compete for construction contracts with the General Services Administration, U.S. Army Corps of Engineers, and the Mission and Installation Contracting Command. Frank acquired Aztec in 2006 with no capital and only two employees. Now he employs 25 full time and provides internship opportunities. Sales have grown to about $30 million annually. Aztec now qualifies for bonding in the standard surety market without SBA support.
For all contracts and subcontracts up to $6.5 million, the SBA guarantees bid, payment, performance, and ancillary bonds issued by surety companies. For federal contracts up to $10 million, the SBA makes a guarantee if it’s in the best interest of the government.

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

Need a surety bond guarantee fast?

For contracts under $400,000, the process is streamlined using the SBA’s QuickApp program.

- easy application
- no need to submit financials to the SBA
- online applications submitted to SBA authorized agents approved within hours

Ready to start?

The SBA partners with 36 surety companies and hundreds of bonding agents. Find authorized agents at sba.gov/osg.

Do you want to discuss the advantages of the SBA’s Surety Bond Guarantee program?

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
How I Did It

Taking the Helm

Jennifer Rahn steers Admiral Engineering and Manufacturing to success as a government subcontractor.

WRITTEN BY MICAELA MORRISSETTE
Jennifer Rahn was first hired as an office assistant at Phoenix, Arizona-based Admiral Engineering and Manufacturing Co. Rising to the top in a sector dominated by men, Rahn’s career sounds a lot like the classic American success story. She got there with the help of a mentor and business growth earned as a federal government subcontractor.

For 16 years, Rahn worked side-by-side with then-owner David Schlosser, who became her mentor. Rahn says she learned “everything it takes to run a machine shop. I naturally just picked it up and wanted it.”

The learning curve was steep—Admiral specializes in complex machined parts for industries including aerospace and defense company L3 Technologies, nominated Admiral for the SBA Subcontractor of the Year award. As a subcontractor for L3 Technologies, Rahn said she gets great satisfaction from knowing soldiers are able to communicate with their leaders because of parts her company has made.

When Schlosser decided to retire, he asked Rahn to purchase Admiral.

“He did not want to sell to a corporation that would bring in their own people or end up foreclosing,” Rahn says. “Then all your hard work is gone. I agreed because it was everything I had spent my life working on, too.”

In September 2017, she took over as owner and president. Ownership transition poses a unique set of challenges. Rahn wanted to maintain relationships with her existing clients, which include major government contractors. She’s grateful prime contractors have incentive to subcontract with small business, and that helps businesses like Admiral.

Rahn has plans to grow, but not in the typical ways. She’s investing in replacing equipment, enhancing efficiency and productivity while leading Admiral into new arenas like 3D printing. Because of the stability provided by being a government subcontractor, she’s able to do all of this.

Tips for Success:

Find a mentor.
I had a great mentor in my company, and I reached for opportunity when it was in front of me.

Always move forward.
The SBA has educational resources to improve your business know-how. To learn more about government contracting and SBA certification programs, call your local SBA district office or procurement center representative.

Compete smart.

Know your industry.
I see everything; I have my hands in everything. I don’t want to expand to where I can’t do that anymore.

Build a team.
Everybody feels like this is our work family. My employees are as big a part of my company as I am, so I make sure they know that.
How to do business with the government

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

2. Search the FedBizOpps database (fbo.gov) 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.

Are you eligible for SBA certification programs? Read more about the 8(a), woman-owned small business, and HUBZone programs. Find out if you are eligible and upload all required documents to certify.sba.gov.
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.

<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
<th>Next Question</th>
</tr>
</thead>
<tbody>
<tr>
<td>Does the government buy the product or service that you sell?</td>
<td>✔️</td>
<td>Continue to question 2.</td>
</tr>
<tr>
<td>Are you capable of fulfilling a government contract (e.g., time, staffing, and materials)?</td>
<td>✔️</td>
<td>Continue to question 3.</td>
</tr>
<tr>
<td>Confirm your answer to all of the following:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Is the majority owner(s) a U.S. citizen?</td>
<td>✔️</td>
<td>Continue to question 4.</td>
</tr>
<tr>
<td>• Does your company have a place of business in the U.S.?</td>
<td>❌</td>
<td></td>
</tr>
<tr>
<td>• Is your business organized for profit?</td>
<td>✔️</td>
<td></td>
</tr>
<tr>
<td>• Does your business generate revenue?</td>
<td>✔️</td>
<td></td>
</tr>
<tr>
<td>Do you have an accounting system that produces financial statements, such as profit and loss statements, balance sheets, and cash flow projections?</td>
<td>✔️</td>
<td>Continue to question 6.</td>
</tr>
<tr>
<td>Are you credit worthy?</td>
<td>✔️</td>
<td>Continue to question 5.</td>
</tr>
<tr>
<td>Have you cash on hand to purchase working inventory, if needed?</td>
<td>✔️</td>
<td>Continue to question 7.</td>
</tr>
<tr>
<td>Do you already have federal/state/local government contracting experience?</td>
<td>✔️</td>
<td>Continue to question 8.</td>
</tr>
<tr>
<td>Do you know where to find contracting opportunities?</td>
<td>✔️</td>
<td>Continue to question 9.</td>
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<td>Make sure you have:</td>
<td>✔️</td>
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<tr>
<td>• a DUNS number</td>
<td>✔️</td>
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<td>• the NAICS codes and size standards for your industry</td>
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<td>• SAM registration</td>
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<td>Are you credit worthy?</td>
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<tr>
<td>Visit your local SBA district office or sba.gov/contracting for more information.</td>
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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 Certification Programs

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

HOW THE SBA HELPED ME SUCCEED
September Myres knew that becoming a government contractor would empower herself and other native peoples, while also growing her small business to the next level. She sought business development assistance from the SBA, qualifying for the SBA 8(a) Business Development Program, which helps small disadvantaged businesses compete in the federal marketplace.

This program helped September strategically grow her company to become a competitive force in the environmental services industry. Sundance Consulting of Pocatello, ID has won contracts from the Army Corps of Engineers and the U.S. Forest Service. She has continually secured Department of Defense contracts to improve Native American lands adversely affected by past department activities. September often assists Native American tribes and Alaska Native villages with developing projects and community plans.

American Indians, Alaska Natives, and native Hawaiians seeking entrepreneurial development training can start, grow, and expand their business with the help of the SBA, sba.gov/naa. The Office of Native American Affairs also consults with tribal governments prior to finalizing SBA policies affecting tribes.

Contracting certification programs are designed to help you better compete for and win federal contracts set aside for small businesses. Visit sba.gov/contracting to learn more about set-asides and whether one or more of these government certification programs is right for your business. To see if you are eligible and then certify as a woman-owned, HUBZone, 8(a), or All Small business, visit certify.sba.gov.

8(a) Business Development Program
If you’re an entrepreneur who is socially or economically disadvantaged, you may be eligible to receive business training and government contracting assistance through the 8(a) Business Development Program, sba.gov/8a. It 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:

- be owned and controlled by U.S. citizens who are socially and/or economically disadvantaged
- demonstrate at least a two-year track record and have potential for continued success
- have a net worth and adjusted gross income of less than $250,000 and assets under $4 million

Socially disadvantaged: those 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 often fit this status: 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 he or she has suffered social disadvantage.

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

The benefits of the 8(a) program:

- You are assigned an SBA professional to help coordinate 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.
- 8(a) small business that can provide the needed services. This is an accelerated process saving time for both you and the government agency or office.

All Small Mentor-Protege Program
Looking for an opportunity to partner with a more experienced firm for mentorship? That effort can be 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.
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.
CONTRACTING

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% for small businesses.

Why types of small businesses benefit?
- 5% are small & disadvantaged
- 5% are women owned
- 3% are HUBZone certified
- 3% are service-disabled veteran owned

Get Expert Contracting & Certification Help
Federal contracting can be complex, but you don’t have to do it alone. A Procurement Technical Assistance Center adviser can help you determine if your business is ready for government contracting. An adviser can also help you register in the System for Award Management (sam.gov), and see if you’re eligible for any small business certifications and/or programs. One-on-one counseling is free or low cost. Visit sba.gov/localassistance to find your local SBA office or an SBA Resource Partner near you (see page 8).

Maine PTACs
- Eastern Maine Development Corp.
  40 Harlow St.
  Bangor
  (207) 942-6389
  Fax (207) 942-3548
  maineptac.org

- Central Maine
  Serving Hancock, Penobscot, Piscataquis, and Waldo counties
  EMDC
  40 Harlow St.
  Bangor
  Thomas White
  (207) 974-3234
  thomas.white@emdc.org

- Southwest Maine
  Serving Androscoggin, Cumberland, Oxford, and York counties
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  Ed Dahl
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  edahl@emdc.org

- Northern Maine
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  NMDC
  Dana Delano
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  ddelano@nmdc.org

- Midcoast Maine
  Serving Franklin, Kennebec, Knox, Lincoln, Sagadahoc, and Somerset counties
  Bryan Wallace
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  bwallace@emdc.org
  TechPlace
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  Brunswick
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  17 Main St
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