



U.S. Small Business  
Administration

WASHINGTON & NORTHERN  
IDAHO EDITION 2020

# Small Business

RESOURCE GUIDE



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Washington & Northern Idaho Edition 2020



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**ON THE COVER** Roger Newton; Emily and Lee Fergestrom; Cristy McFall; Ross Black; Scott Howe, all photos courtesy of the SBA

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businesses  
**power** our  
economy.

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**powers**  
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businesses.

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U.S. Small Business  
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# NEW SOUTH MEDIA

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New South Media, Inc.  
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#### PUBLISHER

Nikki Bowman, [nikki@newsouthmediainc.com](mailto:nikki@newsouthmediainc.com)

#### DESIGNER

Hayley Richard, [hayley@newsouthmediainc.com](mailto:hayley@newsouthmediainc.com)

#### MANAGING EDITOR

Holly Leleux-Thubron, [holly@newsouthmediainc.com](mailto:holly@newsouthmediainc.com)

#### ASSOCIATE EDITORS

Pam Kasey, [pam@newsouthmediainc.com](mailto:pam@newsouthmediainc.com)

#### OPERATIONS MANAGER

Meggan Hoyman, [info@newsouthmediainc.com](mailto:info@newsouthmediainc.com)

#### ADVERTISING SALES DIRECTOR

Heather Mills, [heather@newsouthmediainc.com](mailto:heather@newsouthmediainc.com)

#### ADVERTISING SALES

Kelley McGinnis, Bryson Taylor  
[sba@newsouthmediainc.com](mailto:sba@newsouthmediainc.com)

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#### WRITER/EDITOR

Becky Bosshart  
(202) 205-6677  
[rebecca.bosshart@sba.gov](mailto:rebecca.bosshart@sba.gov)

#### DIRECTOR OF MARKETING

Paula Panissidi Tavares  
[paula.tavares@sba.gov](mailto:paula.tavares@sba.gov)

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# SBA Seattle District Office

2401 Fourth Ave., suite 450

Seattle, WA 98121

(206) 553-7310

infosdo@sba.gov

**sba.gov/wa**

**@SBASeattle**

## Spokane Office

801 W. Riverside Ave., suite 444

Spokane, WA 99201

(509) 353-2800

## District Director Letter

**W**elcome to the 2020 edition of the U.S. Small Business Administration's Seattle District Office Small Business Resource Guide. Our team takes great pride in serving communities across Washington and northern Idaho.

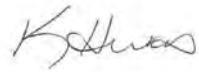
The SBA helps make the American dream of small business ownership a reality. We are the only federal agency dedicated to helping our 30 million small businesses start, grow, expand, or recover after a disaster. Our Seattle and Spokane offices work with an extensive network of business advisers and lenders to help Washington and northern Idaho's 615,000 small businesses at every stage of the business life cycle.

Across Washington and northern Idaho during the past year, we empowered small businesses to:

- Find an advocate or mentor via the 37 local locations of our SBA Resource Partners, which includes SCORE, Small Business Development Centers, Women's Business Centers, and the Veterans Business Outreach Center, all powered by the SBA.
- Access over \$920 million in SBA-guaranteed loans using 115 local banks, credit unions, community-based lenders, and microlenders. Our small businesses then hired thousands of new employees, bought needed equipment, and built or renovated facilities.
- Gain more than \$1.5 billion in federal contracting awards.

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

Sincerely,



**Kerrie Hurd**  
District Director



### District Director

Kerrie Hurd

(206) 553-7310

kerrie.hurd@sba.gov

### Deputy District Director

Mark Costello

(260) 553-7312

mark.costello@sba.gov

### Spokane Branch Manager

Joel Nania

(509) 353-2810

joel.nania@sba.gov

### Supervisory Lender Relations Specialist

Linda Laws

(206) 553-7065

linda.laws@sba.gov

### Lender Relations Specialist

Cathy Griffith

(206) 553-7082

cathryn.griffith@sba.gov

### Lead Business Opportunity Specialist

John Dicus

(509) 353-2513

john.dicus@sba.gov

### Business Opportunity Specialists

Michael Shvartsman

(206) 553-7341

michael.shvartsman@sba.gov

Ranvir "Ana" Singh

(206) 553-7080

ranvir.singh@sba.gov

### Procurement Center Representatives

Robert Rice

(206) 553-6850

robert.rice@sba.gov

Peter Van Steyn

(702) 388-6651

peter.vansteyn@sba.gov

### Economic Development Specialists

Desiree Albrecht

(206) 553-2664

desiree.albrecht@sba.gov

Lisa White

(206) 553-7050

lisa.white@sba.gov

### International Trade Specialist

Leland Gibbs

(206) 553-0051

leland.gibbs@sba.gov

### Administrative Officer

Mary Ann Gamalinda

(206) 553-7315

Maryann.gamalinda@sba.gov

# LOCAL BUSINESS ASSISTANCE

How We Did It

## Made to Last

Joyce and Jerado Reynolds used SBA support to succeed.

WRITTEN BY MICAELA MORRISSETTE



**R**eynolds 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](http://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

## 5 Tips for Success

### Find a great business mentor.

To find your local SBA office and resource partners in your area, visit [sba.gov/localresources](http://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](http://sam.gov), we have a continuous flow of contractors reaching out to us.

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.

# 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

# 950+

**Small Business  
Development Centers**

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](https://sba.gov/sbdc).

## SCORE

# 300+

**SCORE chapters**

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](https://sba.gov/score).

## WOMEN'S BUSINESS CENTERS

# 100+

**Women's Business  
Centers**

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](https://sba.gov/women).

## VETERANS BUSINESS OUTREACH CENTERS

# 20+

**Veterans Business  
Outreach Centers**

Veteran and military entrepreneurs receive business training, counseling, and referrals to other SBA Resource Partners at a Veterans Business Outreach Center, [sba.gov/vboc](https://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.



COURTESY OF THE SBA

As a new boutique winery based in the Yakima Valley and run by young entrepreneurs, Fortuity Cellars didn't have the access to capital it needed to grow. Co-owners Emily and Lee Fergestrom worked with SBDC Adviser Sarah Truglio to draft a loan package to qualify for SBA-backed financing. The couple will construct a state-of-the-art winery using an SBA-backed loan through Columbia Bank.

## Small Business Development Centers

### Washington

#### SBDC Lead Office

901 E. Second Ave., suite 210  
Spokane  
(509) 358-7765  
[wsbdc.org](http://wsbdc.org)

#### Aberdeen

1620 Edward P. Smith Drive,  
building 800, room 858  
(360) 538-2530  
Mia Johnstone  
[mia.johnstone@wsbdc.org](mailto:mia.johnstone@wsbdc.org)

#### Auburn

1221 D St. NE  
(253) 520-6261  
Taryn Hornby  
[thornby@greenriver.edu](mailto:thornby@greenriver.edu)

#### Bellevue

450 110th Ave. NE  
(425) 885-4014  
Technology Business Adviser Parateek Singh  
[parateek.singh@wsbdc.org](mailto:parateek.singh@wsbdc.org)

#### Bellingham

1616 Cornwall Ave., suite 119  
(360) 778-1762  
[sbdc.wvu.edu](http://sbdc.wvu.edu)  
Sherri Daymon  
[sherri.daymon@wvu.edu](mailto:sherri.daymon@wvu.edu)

Eric Grimstead  
[eric.grimstead@wvu.edu](mailto:eric.grimstead@wvu.edu)

Asche Rider  
[asche.rider@wvu.edu](mailto:asche.rider@wvu.edu)

CJ Seitz  
[cj.seitz@wvu.edu](mailto:cj.seitz@wvu.edu)

#### Des Moines

23835 Pacific Highway S., suite 102  
(206) 592-4150  
Rich Shockley  
[rshockley@highline.edu](mailto:rshockley@highline.edu)  
(206) 592-3220

Phon Sivongxay  
[psivongxay@highline.edu](mailto:psivongxay@highline.edu)

#### Everett

808 134th St. SW, suite 101  
(425) 640-1435  
Giselle Saguid  
[giselle.saguid@wsbdc.org](mailto:giselle.saguid@wsbdc.org)

Janet Toth  
[janet.toth@wsbdc.org](mailto:janet.toth@wsbdc.org)

#### Kennewick

7130 W. Grandridge, suite A  
(509) 735-1000  
Moses Ayiku  
[moses.ayiku@wsbdc.org](mailto:moses.ayiku@wsbdc.org)

#### Kent

417 Ramsay Way, suite 112  
(253) 520-6260  
Kevin Grossman  
[kgrossman@greenriver.edu](mailto:kgrossman@greenriver.edu)

#### Lacey

4220 Sixth Ave. SE  
(360) 709-2039  
John Morosco  
[jmorosco@spscc.edu](mailto:jmorosco@spscc.edu)  
(360) 709-2050  
Jennifer Dye  
[jdye2@sscc.edu](mailto:jdye2@sscc.edu)



Scott Howe, a U.S. Marine veteran, purchased his business location using the SBA-backed 504 Certified Development Company loan. After over 13 years in business, Scott consulted with the Skagit County Small Business Development Center to help him qualify for the SBA-backed financing to buy the real estate for Quantum Health and Yoga Lounge.

COURTESY OF THE SBA

## 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](https://sba.gov/vboc). This is also the place to receive procurement guidance, which can help your business better compete for government contracts.

1437 S. Jackson St.  
Seattle  
(206) 324-4330  
[superhero@businessimpactnw.org](mailto:superhero@businessimpactnw.org)  
[businessimpactnw.org/vboc](https://businessimpactnw.org/vboc)

### Longview

1946 Third Ave.  
(360) 578-5449  
[jerry.petrick@wsbdc.org](mailto:jerry.petrick@wsbdc.org)

### Moses Lake

6594 Patton Blvd. NE  
(509) 762-6040  
Allan Peterson  
[allan.peterson@wsbdc.org](mailto:allan.peterson@wsbdc.org)

### Mt. Vernon

204 W. Montgomery  
(360) 336-6114  
Cindy Brooks  
[cindy.brooks@wsbdc.org](mailto:cindy.brooks@wsbdc.org)

### Omak

320 Omak Ave., suite 400  
(509) 826-5107  
Lew Blakeney  
[blakeney@methow.com](mailto:blakeney@methow.com)

### Port Angeles

338 W. First St., suite 105  
(360) 417-3375  
Mike Rieckhoff  
[mike.rieckhoff@wsbdc.org](mailto:mike.rieckhoff@wsbdc.org)

### Poulsbo

700 NE Lincoln Road  
(360) 447-8788  
[kitsapsbdc@wsu.edu](mailto:kitsapsbdc@wsu.edu)

### Pullman

1610 NE Eastgate Blvd., bldg. 1, section G, suite 5W  
(509) 335-8081  
Aziz Makhani  
[aziz.makhani@wsbdc.org](mailto:aziz.makhani@wsbdc.org)

### Puyallup

400 E. Pioneer, suite 103  
(253) 268-3339  
John Rodenberg  
[john.rodenberg@wsbdc.org](mailto:john.rodenberg@wsbdc.org)

### Redmond

8383 158th Ave. NE, suite 225  
(425) 885-4014  
Technology Business Adviser  
Parteek Singh  
[parteek.singh@wsbdc.org](mailto:parteek.singh@wsbdc.org)

### Seattle

901 Fifth Ave., suite 2900  
(206) 428-3022  
Ellie He  
[ellie.he@wsbdc.org](mailto:ellie.he@wsbdc.org)

### Spokane

901 E. Second Ave., suite 210  
(509) 358-7992  
Vern Jenkins  
[vern.jenkins@wsbc.org](mailto:vern.jenkins@wsbc.org)  
(509) 358-7767

Julia Lara  
[julia.lara@wsbdc.org](mailto:julia.lara@wsbdc.org)  
(509) 358-7892

Alan Stanford  
[alan.stanford@wsu.edu](mailto:alan.stanford@wsu.edu)

### Tacoma

1101 S. Yakima Ave., room M-123  
(253) 680-7768  
John Rodenberg  
[john.rodenberg@wsbdc.org](mailto:john.rodenberg@wsbdc.org)

**Tukwila**

13925 Interurban Ave. S., suite 100  
(206) 246-4445  
Steve Burke  
steve.burke@wsbdc.org  
(206) 439-3785

Jenefeness Tucker  
jenefeness.tucker@wsbdc.org

Hillary Van Beek  
hillary.vanbeek@wsbdc.org

**Vancouver**

915 Broadway, suite 250  
(360) 952-4987  
Jerry Petrick  
jerry.petrick@wsbdc.org

**Walla Walla**

29 E. Sumach St.  
(509) 358-7765  
www.wsbdc.org

**Wenatchee**

238 Olds Station Road, suite A  
(509) 888-7252  
Ron Nielsen  
ron.nielsen@wsbdc.org

**Yakima**

10 N. Ninth St.  
(509) 575-1140 x117  
Sarah Truglio  
sarah.truglio@wsbdc.org

**Northern Idaho**

*Serving Boundary, Bonner, Kootenai, Benewah, and Shoshone counties*  
420 N. College Drive, Hedlund Building, suite 145  
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(206) 665-5085  
isbdc@nic.edu  
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**North Central Idaho**

*Serving Latah, Clearwater, Nez Perce, Lewis, and Idaho counties*  
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(208) 792-2465  
isbdc@lcsc.edu  
[idahosbdc.org/locations/northcentral](http://idahosbdc.org/locations/northcentral)  
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**SCORE**

Visit [sba.gov/score](http://sba.gov/score) to start working on your business goals. Contact your local office to schedule an appointment.

**Bellingham**

*Serving Whatcom and Skagit counties*  
1336 Cornwall Ave.  
score.0591@scorevolunteer.org  
[bellingham.score.org](http://bellingham.score.org)

**Central Washington**

*Serving the Wenatchee Valley to the Canadian border*  
200 Palouse St., suite 101  
Wenatchee  
(509) 888-2900  
score663office@gmail.com  
[centralwashington.score.org](http://centralwashington.score.org)

**Greater Seattle**

*Serving King, Snohomish, Kitsap, Jefferson, Clallam, and Island counties*  
2401 Fourth Ave., suite 450  
Seattle  
(206) 553-7320  
greaterseattle@scorevolunteer.org  
[seattle.score.org](http://seattle.score.org)

**Mid-Columbia Tri-Cities**

*Serving Benton, Franklin, and Walla Walla counties*  
7130 W. Grandridge Blvd., suite A  
Kennewick  
[midcolumbiatricities.score.org](http://midcolumbiatricities.score.org)

**South Sound-Tacoma**

*Serving Pierce, Thurston, Lewis, Mason, Grays Harbor, and South King counties*  
(855) 685-0166  
[tacoma.score.org](http://tacoma.score.org)

**Spokane**

*Serving eastern Washington and northern Idaho*  
801 W. Riverside Ave., suite 444  
info@scorespokane.org  
[spokane.score.org](http://spokane.score.org)

**Vancouver**

*Serving Clark County, Longview, and the Columbia Gorge*  
4001 Main St., suite 121  
(360) 545-3210  
[vancouver.score.org](http://vancouver.score.org)

**Yakima Valley**

*Serving Yakima and Kittitas valleys*  
[yakimavalley.score.org](http://yakimavalley.score.org)

**Women's Business Center**

**Washington Center for Women in Business**  
4220 Sixth Ave. SE  
Lacey  
(360) 754-6320  
info@wcwb.org  
[wcwb.org](http://wcwb.org)

**Washington Women's Business Center**  
1437 S. Jackson St.  
Seattle  
(206) 324-4330 x102  
wbc@businessimpactnw.org  
[businessimpactnw.org/washington-womens-business-center](http://businessimpactnw.org/washington-womens-business-center)

**Women's Business Center Inland Northwest**  
SNAP East Office  
East Central Community Center  
500 S. Stone St.  
Spokane  
(509) 319-3030  
[snapwa.org/womens-business-center](http://snapwa.org/womens-business-center)

# Cybersecurity Essentials for Small Businesses

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



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

## What is cybersecurity?

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

## Why is cybersecurity so important?

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

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

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

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

## What are common cyber threats and crimes?

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

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

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

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

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

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

## What can I do to protect my business?

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

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

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

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

WRITTEN BY **Katie Murray**, CONTRIBUTOR



# Your Advocates

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

## Advocacy

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

### Your advocate helps with these small business issues:

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

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

## Ombudsman

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

### The ombudsman's office can help 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

To report how a proposed federal regulation could unfairly affect you, find your regional SBA advocate at [sba.gov/advocacy](https://sba.gov/advocacy).

To submit a comment about how your business has been hurt by an existing regulation, visit [sba.gov/ombudsman/comments](https://sba.gov/ombudsman/comments).

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](https://sba.gov/ombudsman).

To submit a comment or complaint through the online form, visit [sba.gov/ombudsman/comments](https://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.

Cristy McFall needed to hire more employees to meet the demand for her traditional Filipino food, but she couldn't find a lender willing to take the risk on a rural startup. Cristy's Lumpia and More Inc., on Camano Island, received assistance from Business Impact Northwest, an SBA participating microlender. She purchased a delivery van and was able to consolidate high-interest debt. Cristy doubled revenue over a year to become a job creator in her community.



# How to Start a Business in Washington & Northern Idaho

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

## The Startup Logistics

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

## Market Research

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

## Business License & Zoning

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

### WASHINGTON

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



Roger Newton, president of Newton Building and Development, learned how to better compete in the public sector thanks to the SBA 8(a) Business Development Program. Since graduating from the program, Newton Building annual revenue has grown to about \$6.5 million, employing 15 in Bremerton, WA.

» **Washington Secretary of State**

Corporations & Charities Division  
(360) 725-0377  
corps@sos.wa.gov  
[sos.wa.gov/corps](http://sos.wa.gov/corps)

» **Washington State Department of Revenue**

Business License Service  
6500 Linderson Way SW, Tumwater  
(360) 705-6741  
bls@dor.wa.gov  
[bls.dor.wa.gov](http://bls.dor.wa.gov)

» **City Business License Application**  
[bls.dor.wa.gov/city-license-endorsements](http://bls.dor.wa.gov/city-license-endorsements)

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

**IDAHO**

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

» **Idaho Secretary of State**

Business Entities  
450 N. Fourth St., Boise  
(208) 334-2301  
business@sos.idaho.gov  
[sodbiz.idaho.gov](http://sodbiz.idaho.gov)

**Name Registration**

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

**WASHINGTON**

» **Washington State Department of Revenue**

Business Licensing Service  
Search business licenses by visiting [bls.dor.wa.gov](http://bls.dor.wa.gov).

» **Washington Secretary of State**

Search business licenses in the Corporations & Charities Filing System at [sos.wa.gov/corps](http://sos.wa.gov/corps)

**IDAHO**

» **Idaho Secretary of State**

Search business licenses by visiting [sodbiz.idaho.gov](http://sodbiz.idaho.gov)

**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-



Brad, left, and Bob Haberman grew their family-run farm into an international exporter with the help of SBA-backed financing. Number 9 Hay Trading Co. qualified for several SBA-backed export assistance loans so the family could purchase product and processing equipment. The Ellensburg, WA business now employs 50 and supports local farmers across the region by selling and exporting hay to Japan, Korea, China, and the United Arab Emirates.

COURTESY OF THE SBA

Employed Tax Center, [go.usa.gov/xPxYR](https://go.usa.gov/xPxYR), offers information on a variety of topics including: obtaining an Employer Identification Number, paying and filing income tax, virtual workshops, forms, and publications.

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](https://irs.gov) for the latest tax reform updates that affect your bottom line.

» **IRS Tax Assistance Centers**

By appointment only, call (844) 545-5640

**Appointment locations:**

**Washington:** Bellingham, Everett, Richland, Seattle, Silverdale, Spokane, Tacoma, Vancouver, and Yakima

**Idaho:** Boise, Idaho Falls, and Pocatello

» **State Taxes**

**WASHINGTON**

**Washington State Department of Revenue**

(360) 705-6705

[dor.wa.gov](https://dor.wa.gov)

Sales and use tax rate tool [webgis.dor.wa.gov/taxratelookup/salestax.aspx](https://webgis.dor.wa.gov/taxratelookup/salestax.aspx)

Resellers permits [dor.wa.gov/find-taxes-rates/retail-sales-tax/reseller-permits](https://dor.wa.gov/find-taxes-rates/retail-sales-tax/reseller-permits)

Business & occupation tax [dor.wa.gov/find-taxes-rates/business-occupation-tax](https://dor.wa.gov/find-taxes-rates/business-occupation-tax)

Request a free visit from a Department of Revenue tax consultant: [dor.wa.gov/workshops-education/request-visit-tax-consultant](https://dor.wa.gov/workshops-education/request-visit-tax-consultant)

» **Local offices:**

» **Bellingham**

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

**Bothell**

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

**Kent**

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

**Port Angeles**

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

**Richland**

1657 Fowler St.  
(509) 987-1201

**Seattle**

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

**Spokane**

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

**Tacoma**

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

**Tumwater**

6500 Linderson Way SW  
(360) 705-6705

**Vancouver**

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

**Wenatchee**

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

**Yakima**

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

**IDAHO****Idaho State Tax Commission**

(800) 972-7660  
taxrep@tax.idaho.gov  
**tax.idaho.gov**

**Coeur d'Alene**

1910 NW Blvd., suite 100

**Lewiston**

1118 F St.  
Businesses must register to obtain certain Idaho permits, including sales and/or use tax, income tax withholding, travel and convention tax and more. Learn more online at **tax.idaho.gov/ibr**.

## Social Security

If you have any employees, including officers of a corporation but not the sole proprietor or partners, you must make periodic payments, and/or file quarterly reports about payroll taxes and other mandatory deductions. You can contact the IRS or the Social Security Administration for information, assistance, and forms, 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](mailto: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](mailto: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**.

**WASHINGTON**

**Washington State Department of Labor & Industries** helps with worker's compensation claims and employer accounts, wage and hours rules, construction contractor registration, workplace safety and health. For free, confidential consultations, visit **lni.wa.gov/safety/consultation**.

**Office locations:** Aberdeen, Bellevue, Bellingham, East Wenatchee, Everett, Kelso, Kennewick, Moses Lake, Mount Vernon, Olympia, Pullman, Seattle, Sequim, Silverdale, Spokane, Tacoma, Tukwila, Tumwater, Vancouver, and Yakima

Celia Nightingale and Andrew Bryan  
(800) 987-0145  
[smallbusiness@lni.wa.gov](mailto:smallbusiness@lni.wa.gov)  
**lni.wa.gov**

**Idaho Department of Labor**

(208) 332-3570  
[labor.idaho.gov](http://labor.idaho.gov)

**Office locations:** Post Falls, Sandpoint, Lewiston, and Orofino

**Idaho Occupational Safety & Health Consultation Program** provides free occupational safety and health services to small businesses within the state. The program helps businesses understand and comply with rules and regulations required by the Occupational Safety and Health Administration.

1113 Denver Ave., Boise  
(208) 426-3283  
[consultation@boisestate.edu](mailto:consultation@boisestate.edu)  
**oshcon.boisestate.edu**

## Employee Insurance

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

**WASHINGTON**

Washington State Office of the Insurance Commissioner assists with insurance company market admittance, insurance producer licensing, and insurance consumer assistance.

Jeff Baughmen  
[jeffb@oic.wa.gov](mailto:jeffb@oic.wa.gov)  
(360) 725-7156  
**insurance.wa.gov/small-business-health-insurance-options**

**Self-employed health insurance**

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

**IDAHO**

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

**Idaho Department of Insurance**

2005 Ironwood Parkway, suite 143  
Coeur d'Alene  
(208) 334-4250  
**doi.idaho.gov**

## 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**.

**WASHINGTON**

Washington State Department of Ecology provides information, guidance and assistance on environmental regulations, permitting, and water rights; helps with reducing pollution, managing wastes, and handling chemicals.

Sharlett Mena  
(360) 407-7012  
sharlett.mena@ecy.wa.gov  
**ecology.wa.gov**

**IDAHO**

Through a partnership between the Idaho Department of Environmental Quality and the Idaho Small Business Development Center, a wide range of environmental assistance is available to small businesses throughout Idaho. Obtain free, confidential environmental assistance in addition to tax, labor, and other advice provided by the Idaho SBDC.

Belinda Breidenbach  
(208) 426-1873  
**bleindabreidneba@boisestate.edu**  
**idahosbdc.org/specialized-services/environment**

**Idaho Department of Environmental Quality**

**Coeur d'Alene**  
2110 Ironwood Parkway  
(208) 769-1422

**Lewiston**

1118 F St.  
(208) 799-4370  
**deq.idaho.gov**

## Accessibility & 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](mailto: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 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](mailto:employerservices@acf.hhs.gov).

**WASHINGTON**

Washington State Department of Social & Health Services provides new hire reporting assistance, conducts training on child support laws, assists employers with electronic payment and reporting options.

Mitchell Dillard  
[mdillar@dshs.wa.gov](mailto:mdillar@dshs.wa.gov)  
(360) 664-5043  
**www.dshs.wa.gov/esa/division-child-support**

**IDAHO**

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

## Intellectual Property

Patents, trademarks, and copyrights are types of intellectual property that serve to protect creations and innovations. 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](http://uspto.gov). Call the patent and trademark office help center at (800) 786-9199 or visit Silicon Valley USPTO in San Jose, California, **uspto.gov/siliconvalley**.

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

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



- 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, name, symbol, device, or any combination, used or intended to be used to identify and distinguish the goods/services of one seller or provider from those of others and to indicate the source of the goods/services. Trademarks and service marks may be registered at both the state and federal level. 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](https://uspto.gov/trademarks).

#### State Trademarks

#### Washington Secretary of State Office

Corporations and Charities Division

[trademarks@sos.wa.gov](mailto:trademarks@sos.wa.gov)

<https://www.sos.wa.gov/corps/trademarks.aspx>

#### Idaho Secretary of State Office

(208) 332-2811

[trademark@sos.idaho.gov](mailto:trademark@sos.idaho.gov)

[sosbiz.idaho.gov](https://sosbiz.idaho.gov)

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](https://copyright.gov)

# Regulatory Assistance

Get help with the regulatory, licensing, and permitting processes by contacting the appropriate Washington State Small Business Liaison Team member.

## Department of Revenue

Janet Shimabukuro  
janets@dor.wa.gov  
(360) 705-6602

Helps with business tax registration, business & occupation tax, sales tax, state public utility taxes, tax incentives/credits, other excise taxes, referrals to tax specialists as needed

## Department of Revenue-Business Licensing Services

Kim Johnson  
kimberlyj@dor.wa.gov  
(360) 705-6615

Assists with online and paper filing of business license applications, city and state agency partnerships for one-stop business licensing

## Department of Labor and Industries

Celia Nightingale and Andrew Bryan  
smallbusiness@lni.wa.gov  
(800) 987-0145

Helps with worker's compensation claims and employer accounts, wage and hours rules, construction contractor registration, workplace safety and health

## Secretary of State-Division of Corporations & Charities

Patrick Reed  
patrick.reed@sos.wa.gov  
(360) 725-0358

Helps with business entity filing for corporations, limited liability companies, limited partnerships, trademarks, and apostilles

## Department of Social & Health Services-Office of Diversity & Inclusion

Carolyn Cole  
carolyn.cole@dshs.wa.gov  
(800) 833-6388

Helps with diverse supplier access and inclusion

## Department of Social & Health Services-Division of Child Support

Mitchell Dillard  
mdillard@dshs.wa.gov  
(360) 664-5043

Assists with new hire reporting, training on child support laws, and assists employers with electronic payment and reporting options

## Department of Agriculture

Laura Raymond  
lraymond@arg.wa.gov  
(206) 256-6157

Advises farm and food businesses in regulations, direct, domestic, and international marketing, refers business owners to specific WSDA and USDA programs, recruits and retains food and agriculture businesses

## Liquor and Cannabis Board

Beth Lehman  
beth.lehman@lcb.wa.gov  
(360) 664-9771

Kim Sauer  
kim.sauer@lcb.wa.gov  
(360) 664-1728  
Assists with applying for liquor licenses, enforcement and education activities and resources

## Department of Licensing

Kathy McDaniel  
kmcddaniel@dol.wa.gov  
(360) 664-1386  
Helps with professional business licenses such as cosmetology, engineering, security guards, real estate, and other professional business licenses

## Employment Security Department

Rafael Colon  
smallbusiness@esd.wa.gov  
(360) 902-9540  
Helps with unemployment insurance, paid family and medical leave, labor market information, WorkSource and business friendly programs

## Department of Ecology

Sharlett Mena  
sharlett.mena@ecy.wa.gov  
(306) 407-7012  
Provides information, guidance and assistance on environmental requirements, environmental permitting (air, water, waste) and water rights, helps with reducing pollution, managing wastes, and handling chemicals

## Department of Health

Jovi Swanson  
jovi.swanson@doh.wa.gov  
(360) 236-4028

Serves as the point of contact for small businesses, researches and answers questions about the department's regulations, leads agency small business assistance team

## Governor's Office for Regulatory Innovation and Assistance

Michael Ervick  
michael.ervick@gov.wa.gov  
(360) 725-2663

Answers questions about local, state, and federal environmental and business licensing regulations; connects small businesses directly to state agency experts

## Department of Veterans' Affairs

Jennifer Montgomery  
jenniferm@dva.wa.gov  
(360) 725-2169  
Assists with registration for the Washington state veteran/service-member owned business directory, Washington state veteran linked deposit program; improves access to capital for certified veteran & service-member owned firms

## Department of Transportation

Jackie Bayne  
baynej@wsdot.wa.gov  
(360) 338-5783  
Provides business development assistance

## Department of Fish & Wildlife

Peter Vernie  
peter.vernie@dfw.wa.gov  
(360) 902-2302  
Helps with fish and wildlife regulations, enforcement, licensing, permitting (including hydraulic project approvals), contact for public education and outreach, information, guidance, and training on fish and wildlife conservation issues

## Office of the Insurance Commissioner

Jeff Baughmen  
jeffb@oic.wa.gov  
(360) 725-7156  
Helps with insurance company market admittance, insurance producer licensing, insurance consumer assistance

**Department of Natural Resources**

Tami Miketa

tamara.miketa@dnr.wa.gov

(360) 902-1415

Helps with forest practices and surface mining regulation, bidding on timber harvest and forest work contracts, and timber and geoduck auctions, and leasing of state lands

**Department of Commerce**

Robb Zerr

robb.zerr@commerce.wa.gov

(206) 256-6111

Provides technical assistance to help companies export in foreign markets, referrals for support and technical assistance to small businesses, including financial resources and tax incentives

**Office of Minority & Women Business Enterprises**

Victor Andino

victora@omwbe.wa.gov

(360) 664-9771

Helps with small business certifications, business development, linked deposit loan program, and supplier diversity

**Department of Enterprise Services**

Shana Barehand

shana.barehand@des.wa.gov

(360) 902-7926

Helps with state procurement and contracting with the state of Washington

**Washington State Lottery**

Lance Anderson

landerson2@walottery.com

(360) 485-5809

Helps with applications for lottery licenses, retailer accessibility concerns, lottery sales, marketing and accounting, enforcement of lottery requirements/ loss prevention assistance

**Department of Emergency Management**

Taylor Hennesse

taylor.hennesse@mil.wa.gov

(253) 512-7054

Provides business continuity tools/ templates, assisting in accessing & minimizing natural and technological disaster risks, information, guidance, and training on emergency management industry issues

**Workforce Training and Education Coordinating Board**

Mike Brennan

mike.brennan@wtb.wa.gov

(360) 709-4616

Serves as the state-wide contact for business and industry workforce issues and liaison to the state and regional economic development system



Partner with **Ameritrust CDC** and offer your clients an affordable opportunity to purchase or construct a building for their business. **The SBA 504 loan program** can provide a 25 year fully amortizing fixed interest rate and low down payment. Borrowers can also finance closing costs and other soft costs into the loan. These features allow your client to purchase property and preserve their working capital for hiring new employees and increasing inventory.

**Kim Willis**  
President  
206-660-1006

kimwillis@ameritrustcdc.com

**Mark Willis**  
VP Business Development  
206-595-5888

markw@ameritrustcdc.com

**Brett Vehrs**  
VP Business Development  
206-919-8220

brett@ameritrustcdc.com

# Economic Development

## WASHINGTON

### Adams County Development Council

(509) 331-2042

[growadamscounty.com](http://growadamscounty.com)

### Choose Whatcom

(360) 676-2500

[choosewhatcom.com](http://choosewhatcom.com)

### Clallam County Economic Development Corporation

(360) 457-7793

[clallam.org](http://clallam.org)

### Economic Alliance

Serving Okanogan County

(509) 826-5107

[economic-alliance.com](http://economic-alliance.com)

### Economic Alliance of Snohomish County

(425) 743-4567

[economicalliancesc.org](http://economicalliancesc.org)

### Economic Development Alliance of Skagit County

(360) 336-6114

[skagit.org](http://skagit.org)

### Economic Development Board of Tacoma Pierce County

(253) 383-4726

[edbtacomapierce.org](http://edbtacomapierce.org)

### Economic Development Council of Mason County

(360) 426-2276

[choosemason.com](http://choosemason.com)

### EDC Team Jefferson

(360) 379-4693

[Edcteamjefferson.org](http://Edcteamjefferson.org)

### Grant County Economic Development Council

(509) 764-6579

[grantedc.com](http://grantedc.com)

### Greater Grays Harbor

(360) 532-7888

[graysharbor.org](http://graysharbor.org)

### Greater Spokane Inc.

(509) 624-1393

[GreaterSpokane.org](http://GreaterSpokane.org)

### Island County Economic Development Council

(360) 678-6889

[iscoedc.com](http://iscoedc.com)

### Kitsap Economic Development Alliance

(360) 377-9499

[kitsapeda.org](http://kitsapeda.org)

## Klickitat County

### Economic Development

(509) 733-7060

[klickitatcounty.org/216/economic-development](http://klickitatcounty.org/216/economic-development)

### Lewis Economic Development Council

(360) 748-0114

[lewisedc.com](http://lewisedc.com)

### Lincoln County Economic Development Council

(509) 368-7085

[lincolnedc.org](http://lincolnedc.org)

### Pacific County Economic Development Council

(360) 875-9330

[pacifiedc.org](http://pacifiedc.org)

### Pend Oreille County Economic Development Council

(509) 447-5569

[Pocedc.org](http://Pocedc.org)

### Port of Chelan County Washington

(509) 663-5159

[portofchelancounty.com](http://portofchelancounty.com)

### Port of Columbia

(509) 382-2577

[Portofcolumbia.org](http://Portofcolumbia.org)

### Port of Douglas County

(509) 884-4700

[portofdouglas.org](http://portofdouglas.org)

### Port of Walla Walla

(509) 525-3100

[portwallawalla.com](http://portwallawalla.com)

### San Juan County Economic Development Council

(360) 378-2906

[sanjuansedc.org](http://sanjuansedc.org)

### Southeast Washington Economic Development Association

Serving Asotin, Columbia, Garfield, and Whitman counties

(509) 751-9144

[seweda.org](http://seweda.org)

### Thurston Economic Development Council

(360) 754-6320

[thurstonedc.com](http://thurstonedc.com)

### Tri County Economic Development District

Serving Ferry, Pend Oreille, and Stevens counties

(509) 684-4571

[tricountyedd.com](http://tricountyedd.com)

## Tri-City Development Council

Serving Benton and Franklin counties

(509) 735-1000

[tridec.org](http://tridec.org)

## Yakima County Development Association

(509) 575-1140

[chooseyakimavalley.com](http://chooseyakimavalley.com)

## IDAHO

### Panhandle Area Council Inc.

Serving Bonner, Boundary, Kootenai, Shoshone, and Benewah counties

(208) 772-0584

[pacni.org](http://pacni.org)

### Clearwater Economic Development Association

Serving Clearwater, Idaho, Latah, Lewis, and Nez Perce counties

(208) 746-0015

[clearwater-eda.org](http://clearwater-eda.org)

# Exporting Assistance

## WASHINGTON

### Washington Export Outreach Team

Achieve your exporting goals and grow your business through international trade.

[tinyurl.com/weothome](http://tinyurl.com/weothome)

## Seattle

Serving Clallam, Grays Harbor, Island, Jefferson, King, Kitsap, Lewis, Mason, Pacific, Pierce, San Juan, Skagit, Snohomish, Thurston, and Whatcom counties

2001 Sixth Ave., suite 2610

(206) 553-5615

[2016.export.gov/washington/index.asp](http://2016.export.gov/washington/index.asp)

### SBDC International Trade Business Adviser

Ellie He

(206) 428-3022

[ellie.he@wsbdc.org](mailto:ellie.he@wsbdc.org)

## Spokane

Serving Adams, Asotin, Benton, Chelan, Columbia, Douglas, Ferry, Franklin, Garfield, Grant, Kittitas, Klickitat, Lincoln, Okanogan, Pend Oreille, Spokane, Stevens, Walla Walla, Whitman, and Yakima counties

801 W. Riverside Ave., suite 100

(509) 344-9398

## IDAHO

700 W. State St., second floor, Boise

(208) 364-7791

[2016.export.gov/idaho](http://2016.export.gov/idaho)



# 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.



# How Do I Find an EIN?



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

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

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

## What is an EIN?

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

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

## Who needs an EIN?

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

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

## How to apply for an EIN

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

You can also apply by mail or fax using Form SS-4, available at [irs.gov/formss4](https://www.irs.gov/formss4).

## Changing your business structure? Get a new EIN

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

There are other scenarios that require a new EIN, such as bankruptcy, a change in a corporation's name or location, or reorganization of a corporation. Check out "Do You Need a New EIN" on [irs.gov](https://www.irs.gov).

## Using your EIN to make tax deposits

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

## Lost your EIN?

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

- Reference the original notice issued by the IRS when you received your EIN, or call the IRS Business & Specialty Tax Line at (800) 829-4933.
- If you used it to open a bank account or get a license, contact these organizations.

## Not sure whether you need an EIN?

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

### Do you have employees?

☐ YES ☐ NO

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

☐ YES ☐ NO

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

☐ YES ☐ NO

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

☐ YES ☐ NO

### Do you have a Keogh plan?

☐ YES ☐ NO

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

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

☐ YES ☐ NO

They should be able to retrieve your number.

- Find an old tax return. Your EIN should be on it.

WRITTEN BY **Caron Beesley**, CONTRIBUTOR



### ▲ 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.

### 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? Boots to Business: 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 Riata 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](http://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 65.

### 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](http://sba.gov/vboc). For veterans business information visit [sba.gov/veterans](http://sba.gov/veterans).

# Entrepreneurial Opportunities

## 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](https://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](https://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](https://nativesmallbusiness.org).

# SBA Regional Innovation Clusters



- 1 Autonomous & Unmanned Systems Cluster – Emerging Tech Ventures**
- 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**
- 14 Defense Alliance - LSI Business Development Inc.** *(Industry focus: Advanced Power and Energy)*

# 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.



## 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. Brain storm 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.

## 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.

**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](https://www.sba.gov/business-guide/plan/write-your-business-plan-template)

## TRADITIONAL BUSINESS PLAN CHECKLIST

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

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.

## 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.

## LEAN STARTUP PLAN CHECKLIST

- |   |  |
|---|--|
| <input type="checkbox"/> Key partnerships       | <input type="checkbox"/> Customer segments |
| <input type="checkbox"/> Key activities         | <input type="checkbox"/> Channels          |
| <input type="checkbox"/> Key resources          | <input type="checkbox"/> Cost structure    |
| <input type="checkbox"/> Value proposition      | <input type="checkbox"/> Revenue streams   |
| <input type="checkbox"/> Customer relationships |  |

# 10 Tips

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

Build a better business with these time-tested tips.



Elliot Henry, who received SBA-backed 7(a) and 504 loans, runs Unlimited Water Processing in St. Louis, MO.

The United States loves small businesses. That's according to a survey by the Pew Foundation reported by Small Business Trends, [smallbiztrends.com](http://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?

## 1 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.

## 2 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](https://sba.gov/score), can help you use competitive differentiators to build your business brand. Don't forget to weave your differentiators into your company's messaging and marketing.

## 3 Have Great Products and Services

Word of mouth is often a small business's greatest lead generator, so having great products and services that people talk about is a critical part of your brand. 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.

## 4 Make Sure Your Customers Know the Face Behind the Product

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

## 5 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.

## 6 Have a Distinct Voice

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

## 7 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.

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

You don't have to be the greatest salesman to succeed in business. Selling takes many forms, and being a brand advocate gels them. 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!

## 9 Be Reliable

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

## 10 Have a Value Proposition

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

WRITTEN BY **Caron Beesley**, CONTRIBUTOR

# Ross Black

FOUNDER/CEO, SIMPLE BOX STORAGE

*Lynden, WA*

**Ross Black started his small business as a senior project in high school with the help of his father, Dave Black.**

Simple Box Storage, a mobile storage company, was so successful, the father-son team continued the business after Ross graduated. Fifteen years later, Ross has eight locations in Washington, Idaho, and Oregon. When Ross wanted to grow the business, he turned to the SBA. With the help of the SBA Emerging Leaders program, Ross picked up skills he needed to better compete in a changing marketplace. Simple Box rents and sells shipping containers for storage and moving.

- **What challenge did you have?** I started out as a young entrepreneur at 17. I grew up personally and professionally with the business—and we were successful—but I knew there was something more. I wanted to grow the business in a smart way without an MBA. My youth and ambition led me to take more risks in the beginning, and I needed to keep that spirit, but also invest the time in learning about financial and regulatory systems and legal requirements.
- **What was the SBA solution?** In the SBA Emerging Leaders program, I received business training and networking opportunities that accelerated the growth of my small businesses. In the class, you create a three-year growth plan which requires you to review the fundamentals of business ownership. I committed to the seven-month program because I wanted to develop that plan with business experts.
- **What benefit did this have for you?** The hard work paid off: my plan has been an amazing benefit to my business. The SBA helps business owners take that next step, which for me was expanding into neighboring states. Since taking the course, Simple Box has grown from two locations to eight with over 24 employees. I expect to close the year with \$5.5 million in sales. Aside from my Emerging Leaders growth plan, the network I now have with other local business owners has been a great resource. I bring real issues to my old classmates and we discuss and troubleshoot. My biggest takeaway from the class was learning how to work on my business, rather than work in my business.
- **What advice would you give to aspiring entrepreneurs?** When I first started up, I had dreams of being successful, but I really had no idea what true success looked like. As I worked through the Emerging Leaders program, the dreams became plans and the plans have become reality.



“  
**The SBA helps  
business owners  
take that next step,  
which for me was  
expanding into  
neighboring states.”**

**Ross Black**  
Founder/CEO, Simple Box Storage

# FUNDING PROGRAMS

Financing Your Small Business

How We Did It

## Crafting a Business

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

WRITTEN BY BECKY BOSSHART

**J**ennifer 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 Herberts 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 Herberts, founding members of the American Mead Makers Association, have traveled around the world hosting pairing events and pouring at craft beverage festivals.

### Challenge

The Herberts 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 Herberts' 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 Herberts recently purchased a historic building in downtown Phoenix, Arizona to open a mead-pairing restaurant.

### Benefit

The Herberts 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.



Jeff & Jennifer Herbert, owners of Superstition Meadery, completed their 7,450-square-foot production space and opened a tasting room in Prescott, AZ with the assistance of SBA-backed financing. See their story on YouTube by searching for the 2019 National Small Business Persons of the Year.

COURTESY OF SUPERSTITION MEADERY

## 5 Tips for Success

### 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.

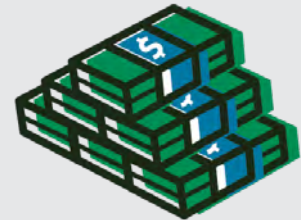
# Lender Match

Find a lender interested in working with you at **[sba.gov/lendermatch](http://sba.gov/lendermatch)**. This matching tool connects entrepreneurs with SBA Lenders in your area.



# 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.





Partnering with Pacific Northwest Lenders and Small Businesses for over 35 years, we work together to create jobs by providing low, fixed-rate financing to growing and expanding businesses. The recent SBA 504 loan program rates have been the lowest that they have ever been in the history of the program! Now is the best time for small business owners to take advantage of the 504 program.

**For more information regarding the SBA 504 Loan Program and how we can help finance small business growth, please visit our website or give us a call.**

|  |  |   |   |
|--|--|---|---|
|  <p><b><u>Elizabeth Rusnak</u></b><br/> <i>Northeast Washington</i><br/>           (425) 286-6673<br/> <a href="mailto:erusnak@nwbusiness.org">erusnak@nwbusiness.org</a></p> |  <p><b><u>Mark Beppler</u></b><br/> <i>E Central Washington (Seattle)</i><br/>           (425) 505-3263<br/> <a href="mailto:mbeppler@nwbusiness.org">mbeppler@nwbusiness.org</a></p> |  <p><b><u>Lisa Vincent</u></b><br/> <i>Central Washington</i><br/>           (509) 469-5040<br/> <a href="mailto:lvincent@nwbusiness.org">lvincent@nwbusiness.org</a></p> |  <p><b><u>Evan Heriot</u></b><br/> <i>E Washington &amp; N Idaho</i><br/>           (509) 904-5169<br/> <a href="mailto:eheriot@nwbusiness.org">eheriot@nwbusiness.org</a></p> |
|--|--|---|---|

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# SBA Lenders

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#### Bank of the Pacific

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

#### Timberland Bank

117 N. Broadway  
Brian Smith  
(360) 533-4550  
bssmith@timberlandbank.com

### AIRWAY HEIGHTS

#### Numerica Credit Union

Mike Shortell  
(509) 462-7376  
mshortell@numericacu.com

### ANACORTES

#### Banner Bank

Linda Hudson  
(360) 752-8122  
lhudson@bannerbank.com

#### Heritage Bank

2202 Commercial Ave.  
Krista Oicles  
(360) 299-4814  
krista.oicles@heritagebanknw.com

#### SaviBank

3201 Commercial Ave.  
Melissa King  
(360) 755-3436  
mking@savibank.com

### AUBURN

#### Commencement Bank

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

### BAINBRIDGE ISLAND

#### Kitsap Bank

10140 NE High School Road  
Corrynn Cloward  
(360) 895-6434  
ccoward@kitsapbank.com

### BELFAIR

#### Kitsap Bank

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

### BELLEVUE

#### Banner Bank

2001 112th Ave. NE, suite 100  
Jacque Cohan  
(425) 732-2753  
jacque.cohan@bannerbank.com

#### Bank of Hope

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

#### Key Bank National Association

601 108th Ave. NE, third floor  
Carrie Callaway Cardy  
(425) 208-1098  
Carrie\_callaway\_cardy@keybank.com

#### Kitsap Bank

11711 SE Eighth St., suite 110  
Sam Cha  
(425) 455-0937  
scha@kitsapbank.com

#### US Bank

10800 NE Eighth St., suite 1000  
Allison Mann  
(425) 637-2498  
allison.mann1@usbank.com

### BELLINGHAM

#### Bank of the Pacific

4124 Hannegan Road  
Jay Johnston  
(360) 756-9178  
jjohnston@bankofthepacific.com

### Banner Bank

1600 Cornwall Ave.  
Linda Hudson  
(360) 752-8122  
lhudson@bannerbank.com

### Peoples Bank

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

### SaviBank

1910 Broadway  
Tyler Olson  
(360) 685-0080  
tolson@savibank.com  
Wade Stringfield  
(360) 820-0955  
wstringfield@savibank.com

### US Bank

Brenda Brown-Wright  
(253) 859-7141  
brenda.brownwright@usbank.com

### WECU

3410 Woburn St.  
Misty DeWispelaere  
(360) 756-7610  
misty.dewispelaere@wecu.com  
Tyson Meyer  
(360) 756-7625  
tyson.meyer@wecu.com

### BONNEY LAKE

#### Kitsap Bank

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

### BOTHELL

#### Banner Bank

19909 12th Ave. NE, suite 103  
Walter McLaughlin  
(425) 806-2881  
wmclaughlin@bannerbank.com

## BREMERTON

### Kitsap Bank

607 Pacific Ave.  
Larry Tellinghuisen  
(360) 874-0873  
ltellinghuisen@kitsapbank.com

3425 Wheaton Way  
Jennifer Ruckman  
(360) 876-7825  
jruckman@kitsapbank.com

## BURLINGTON

### Banner Bank

Linda Hudson  
(360) 752-8122  
lhudson@bannerbank.com

### Heritage Bank

1800 S. Burlington Blvd.  
Dianna Bodin  
(360) 757-5076  
dianna.bodin@heritagebanknw.com  
Matt Lehman  
(360) 757-5084  
matthew.lehman@heritagebanknw.com

### Mountain Pacific Bank

110 Cascade Mall Drive  
Frank Jeretzky  
(360) 953-5110  
fjeretzky@mp.bank

### SaviBank

1020 S. Burlington Blvd.  
Jeremy McCullough  
(360) 707-2272  
jmccullough@savibank.com

## CLARKSTON

### Zions Bank

David McCann  
(208) 746-0151  
david.mccann@zionsbank.com

## COVINGTON

### US Bank

17601 SE 272nd St.  
Daniel Rubert  
(253) 594-7341  
daniel.rubert@usbank.com

## DUPONT

### America's Credit Union

1495 Wilmington Drive, suite 340  
Lyn Hamilton  
(253) 912-3264  
lhamilton@youracu.org

## EAST WENATCHEE

### Numerica Credit Union

Mike Shortell  
(509) 462-7376  
mshortell@numericacu.com

### Washington Trust Bank

523 Valley Mall Parkway  
Stephen Clive  
(509) 884-9875  
sclive@watrust.com

Heidi Myers  
(509) 884-9868  
hmyers@watrust.com

## ENUMCLAW

### Commencement Bank

1240 Myrtle Ave.  
Tracie Bryant  
(253) 246-2062  
tbryant@commencementbank.com

## EVERETT

### Banner Bank

Robin Dode  
(425) 318-0329  
robin.dode@bannerbank.com

### Coastal Community Bank

5415 Evergreen Way  
Greg Starup  
(425) 258-5299  
gstarup@coastalbank.com

10520 19th Ave. SE  
Michael Jang  
(425) 357-3658  
mjang@coastalbank.com

### Mountain Pacific Bank

3732 Broadway  
Laurie Carpenter  
(425) 263-3504  
lcarpenter@mp.bank

Laurence Coleman  
(425) 263-3509  
lcoleman@mp.bank

Marcus Duffy  
(425) 263-3517  
marcusd@mp.bank

Mina Lee  
(425) 263-3546  
mlee@mp.bank

Leslie Somes  
(425) 263-4824  
lsomes@mp.bank

Nicole Voshell  
(425) 263-3538  
nvoshell@mp.bank

## FEDERAL WAY

### Banner Bank

Robin Dode  
(425) 318-0329  
robin.dode@bannerbank.com

### Kitsap Bank

33915 First Way S.  
Jim Storvick  
(253) 517-2240  
jstorvick@kitsapbank.com

## FIFE

### Kitsap Bank

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

## FREELAND

### SaviBank

5575 Harbor Ave., suite 100  
Lauren Pool  
(360) 331-3717  
lpool@savibank.com

## GIG HARBOR

### Kitsap Bank

7109 Pioneer Way  
Kathy Flynn  
(253) 858-8818  
kflynn@kitsapbank.com  
4714 Point Fosdick Drive NW  
Terri Scott  
(253) 858-7077  
tscott@kitsapbank.com

## KENNEWICK

### Baker Boyer Bank

Mitch Roach  
(509) 735-5171  
roachm@bakerboyer.com

### Banner Bank

Melissa Klitzke  
(509) 764-7925  
melissa.klitzke@bannerbank.com

### Community First Bank

6401 W. Clearwater Ave.  
(509) 783-3435

### Numerica Credit Union

Mike Shortell  
(509) 462-7376  
mshortell@numericacu.com

**KINGSTON****Kitsap Bank**

8190 NE State Route 104  
Lael Alecci  
(360) 297-3034  
laelecci@kitsapbank.com

**LYNNWOOD****First Interstate Bank**

2502 196th St.  
Donna Bowlby  
(425) 608-6200  
donna.bowlby@fib.com

**Heritage Bank**

14807 Highway 99  
Addie Roberge  
(425) 787-5517  
addie.roberge@heritagebanknw.com

**Mountain Pacific Bank**

19705 Highway 99  
Bob Fadden  
(425) 493-3540  
rfadden@mp.bank

**UniBank**

19315 Highway 99  
Wan Kim  
(425) 275-9700  
wan.kim@unibankusa.com

**MOSES LAKE****Banner Bank**

322 S. Division St.  
Melissa Klitzke  
(509) 764-7925  
melissa.klitzke@bannerbank.com

**MOUNT VERNON****Heritage Bank**

1700 Urban Ave.  
Kurt Swanson  
(360) 757-5074  
kurt.swanson@heritagebanknw.com

**SaviBank**

208 E. Blackburn Road, suite 100  
Rhonda Tingley  
(360) 419-0300  
rtingley@savibank.com  
  
1725 E. College Way  
Rhonda Tingley  
(360) 419-0300  
rtingley@savibank.com

**MOUNTLAKE TERRACE****1st Security Bank**

6920 220th St. SW  
Ben Crowl  
(425) 563-2069  
ben.crowl@fsbwa.com

**OAK HARBOR****SaviBank**

315 NE Midway Blvd.  
Todd Krantz  
(360) 720-2202  
tkrantz@savibank.com

**Whidbey Island Bank**

450 SW Bayshore Drive  
Megan Wise  
(360) 240-6471  
megan.wise@heritagebanknw.com

**OLYMPIA****Bank of the Pacific**

1800 Cooper Point Road  
Lindsay Paylor  
(360) 537-4085  
lmpaylor@bankofthepacific.com

**Commencement Bank**

600 Franklin St. SE, suite 102  
Don Howard  
(253) 528-4113  
dhoward@commencementbank.com  
  
Pat Lewis  
(253) 284-1836  
plewis@commencementbank.com

**Olympia Federal Savings**

4310 Sixth Ave. SE  
Carrie Whisler  
(360) 459-1156 x2111  
cwhisler@olyfed.com

**SaviBank**

Dean Watanabe  
(503) 307-9148  
dwatanabe@savibank.com

**Timberland Bank**

423 Washington St. SE  
Tim Collins  
(360) 943-5496  
tjcollins@timberlandbank.com

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223 Fifth Ave. SE  
(360) 754-1945  
Nick Benzschawel  
nbenzschawel@wabizbank.com  
Sam Bovard  
sbovard@wabizbank.com

Lee Sherman  
lsherman@wabizbank.com

## PASCO

### Numerica Credit Union

Mike Shortell  
(509) 462-7376  
mshortell@numericacu.com

## PORT ANGELES

### Kitsap Bank

716 Front St.  
Harbir Bower  
(360) 457-8189  
hbower@kitsapbank.com

## PORT HADLOCK

### Kitsap Bank

69 Oak Bay Road  
Jennifer Blais  
(360) 344-3424  
jblais@kitsapbank.com

## PORT LUDLOW

### Kitsap Bank

74 Breaker Lane  
Jan Ralls  
(360) 437-7863  
jralls@kitsapbank.com

## PORT ORCHARD

### Kitsap Bank

3324 Bethel Road SE  
Ellen Aguinaldo  
(360) 874-1063  
eaguinaldo@kitsapbank.com  
619 Bay St.  
Brad Gitch  
(360) 895-5850  
bgitch@kitsapbank.com  
1700 Village Lane SE  
Valorie Kroke  
(360) 876-7822  
vkroke@kitsapbank.com

### Liberty Bay Bank

Jennifer Chaussee  
(360) 394-4777  
jchaussee@libertybaybank.com

## PORT TOWNSEND

### Kitsap Bank

2313 E. Sims Way  
Susan Whitmire  
(360) 379-0123  
swhitmire@kitsapbank.com

## POULSBO

### Kitsap Bank

19725 Seventh Ave. NE  
Marilu Aganon  
(360) 779-7799  
maganon@kitsapbank.com

### Liberty Bay Bank

19917 Seventh Ave. NE, suite 101  
Tony Fyrqvist  
(360) 394-4753  
tonyf@libertybaybank.com

## PULLMAN

### Zions Bank

Justin Goodwin  
(208) 883-2731  
justin.goodwin@zionsbank.com  
Alex Navarro  
(208) 882-4581  
alexander.navarro@zionsbank.com

## REDMOND

### Banner Bank

Jacque Coyan  
(425) 732-2753  
jacque.coyan@bannerbank.com

## RENTON

### First Financial Northwest Bank

201 Wells Ave. S.  
Erica Slatt  
(425) 687-4249  
slatte@ffnwb.com

### US Bank

858 S. Second St.  
Brenda Brown-Wright  
(253) 859-7141  
brenda.brownwright@usbank.com  
Charles Wheaton  
(425) 227-4714  
charles.wheaton@usbank.com

### US Metro Bank

707 S. Grady Way, suite 600  
Janie Sacco (425) 207-7495  
janie.sacco@usmetrobank.com

## RICHLAND

### Numerica Credit Union

Mike Shortell  
(509) 462-7376  
mshortell@numericacu.com

## SEATTLE

### Bank of the West

1191 Second Ave., suite 120  
Robert Barr  
(206) 496-3130  
robert.barr@bankofthewest.com

### Banner Bank

1000 Second Ave., suite 1580  
Robin Dode  
(425) 318-0329  
robin.dode@bannerbank.com

### Business Impact NW

1437 S. Jackson  
Roland Chaiton  
(206) 324-4330 x111  
rolandc@businessimpactnw.org

### Columbia Bank

Scott Bossom  
(503) 279-3184  
sbossom@columbiabank.com

### First Interstate Bank

600 University St.  
Donna Bowlby  
(206) 757-2974  
donna.bowlby@fib.com

### First Sound Bank

925 Fourth Ave., suite 2350  
Steven Evans  
(206) 436-2055  
sevens@firstsoundbank.com

### HomeStreet Bank

601 Union St.  
(206) 254-7280  
sba@homestreet.com

### JPMorgan Chase Bank

1301 Second Ave., 25th floor  
Yana Rogers  
(206) 919-8822  
yana.rogers@chase.com

### Key Bank National Association

1301 Fifth Ave., 24th floor  
Carrie Callaway Cardy  
(425) 208-1098  
carrie\_callaway\_cardy@keybank.com

**Mountain Pacific Bank**

2244 NW 56th St.  
Dave Bruder  
(206) 397-1241  
dbruder@mp.bank

Greg Swanson  
(206) 397-1241  
gswanson@mp.bank

**NDC Grow America Fund**

1218 Third Ave., suite 1403  
Sheldon Bartel  
(614) 499-0476  
sbartel@ndconline.org

**SaviBank**

Dean Watanabe  
(503) 307-9148  
dwatanabe@savibank.com

**US Bank**

Brenda Brown-Wright  
(253) 859-7141  
brenda.brownwright@usbank.com  
  
Allison Mann  
(425) 637-2498  
allison.mann1@usbank.com  
  
Charles Wheaton  
(425) 227-4714  
charles.wheaton@usbank.com

**SEDRO-WOOLLEY****SaviBank**

203 Ball St.  
Brenden Jones  
(360) 755-3496  
bjones@savibank.com

**SEQUIM****Kitsap Bank**

1320 W. Washington St.  
Tammy Armacost  
(360) 683-5599  
tarmacost@kitsapbank.com

**SHORELINE****GBC International Bank**

16001 Aurora Ave. N.  
Tyler Han  
(206) 219-8485  
than@gbicb

**SILVERDALE****Kitsap Bank**

10488 Silverdale Way NW  
Erin Sorensen  
(360)895-5806  
esorensen@kitsapbank.com

**Timberland Bank**

2401 NW Bucklin Hill Road  
Brent Stenman  
(360) 337-7727  
bastenma@timberlandbank.com

**SNOHOMISH****Columbia Bank**

167 Lincoln Ave.  
Lindsey Bolland  
(253) 355-5155  
lpurdy@columbiabank.com

**SPOKANE****Banner Bank**

Tom Pool  
(208) 772-1176  
tom.pool@bannerbank.com

**Columbia Bank**

505 W. Riverside Ave., suite 100  
Rob Stewart  
(509) 363-8910  
rstewart@columbiabank.com

**First Interstate Bank**

Shelby Lawrence  
(208) 947-1141  
shelby.lawrence@fib.com

Mike Valenti  
(208) 947-1161  
michael.valenti@fib.com

**Mountain West Bank**

7407 N. Division  
Mike Brunett  
(509) 944-4066  
mbrunett@mountainwestbank.com

**Numerica Credit Union**

Mike Shortell  
(509) 462-7376  
mshortell@numericacu.com

**US Bank**

2322 E. Sprague Ave.  
Rick Shipman  
(509) 822-3513  
rickford.shipman@usbank.com

**SPOKANE VALLEY****Mountain West Bank**

12321 E. Mission  
Mark Rehn  
(509) 944-4062  
mrehn@mountainwestbank.com

**Numerica Credit Union**

14610 E. Sprague Ave.  
Mike Shortell  
(509) 462-7376  
mshortell@numericacu.com

**State Bank Northwest**

12902 E. Sprague  
Brennan Floyd  
(509) 252-6134  
brennanf@statebanknw.com  
  
Jeff McKee  
(509) 252-6113  
jeffm@statebanknw.com

Ashley Morales  
(509) 252-6120  
ashleym@statebanknw.com

**Washington Trust Bank**

310 N. Argonne Road  
Doug Wolford  
(509) 353-5653  
dwolford@watrust.com

**TACOMA****America's Credit Union**

Lyn Hamilton  
(253) 912-3264  
lhamilton@youracu.org

**Commencement Bank**

1102 Commerce St.  
Tim Boyle  
(253) 284-1811  
tboyle@commencementbank.com  
  
Joy Johnson  
(253) 284-1808  
jjohnson@commencementbank.com

**Heritage Bank**

1722 S. Union Ave.  
Austin Patjens  
(253) 671-0831  
austin.patjens@heritagebanknw.com

**Key Bank**

1101 Pacific Ave.  
Jennifer Ringenbach  
(253) 305-7588  
jennifer\_ringenbach@keybank.com

**Timberland Bank**

7805 S. Hosmer St.  
Paul Long  
(253) 671-3037  
ptlong@timberlandbank.com

## TUKWILA

### BECU

12770 Gateway Drive  
Anthony Scarpelli  
(206) 439-5876  
anthony.scarpelli@becu.org

## WALLA WALLA

### Baker Boyer Bank

Elizabeth Humphrey  
(509) 526-1363  
humphreye@bakerboyer.com

### Banner Bank

Melissa Klitzke  
(509) 764-7925  
melissa.klitzke@bannerbank.com

## WENATCHEE

### Banner Bank

Melissa Klitzke  
(509) 764-7925  
melissa.klitzke@bannerbank.com

### Numerica Credit Union

Mike Shortell  
(509) 462-7376  
mshortell@numericacu.com

## WOODINVILLE

### Coastal Community Bank

17601 140th Ave. NE, suite 100  
Debbie Webber  
(360) 490-9889  
dwebber@coastalbank.com

## YAKIMA

### Baker Boyer Bank

Jessica Johnson  
(509) 576-5784  
johnsonj@bakerboyer.com

### Banner Bank

Melissa Klitzke  
(509) 764-7925  
melissa.klitzke@bannerbank.com

## OUT OF STATE LENDERS

### Bank of America

(866) 953-2481

### Coastal States Bank

Gwen Schaeffer  
(206) 898-9156  
gschaeffer@coastalstatesbank.com

### East West Bank

(888) 245-1756

## Gulf Coast SBA Lending

LuWana Woodruff-Lentz  
(360) 910-9921  
luwanalentz@gulfbank.com

## Hana Small Business Lending

Frank Lin  
(213) 977-5523  
frank.lin@hanasba.com

## Hanmi Bank

SBA department  
(213) 427-5722

## Live Oak Bank

Lisa Forrest  
(425) 999-2042  
lisa.forrest@liveoakbank.com

## Opus Bank

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

## T Bank

Dave Painter  
(503) 481-4528  
dpainter@tbank.com

## Zions Bank

Ben Reed  
(206) 909-3231  
benjamin.reed@zionsbank.com

# IDAHO

## COEUR D'ALENE

### BankCDA

912 Northwest Blvd.  
Brad Rasor  
(208) 292-5170  
bradr@bankcda.com

## Community 1st Bank

435 W. Hanley, suite 100  
Janet Rice  
(208) 635-7171  
janet.rice@com1stbankid.com  
504 E. Sherman Ave.  
David V. Bobbitt  
(208) 667-6060  
david.bobbitt@com1stbankid.com

## First Interstate Bank

Shelby Lawrence  
(208) 974-1141  
shelby.lawrence@fib.com  
Mike Valenti  
(208) 974-1161  
michael.valenti@fib.com

## Idaho Central Credit Union

850 Ironwood Drive, suite 102  
Bart Kleng  
(208) 844-7010  
bkleng@iccu.com

Andy Warren  
(208) 985-7342  
awarren@iccu.com

## Mountain West Bank

101 Ironwood Drive, suite 252  
Ben Marshall  
(208) 763-3477  
benmarshall@mountainwestbank.com

## Numerica Credit Union

Mike Shortell  
(509) 462-7376  
mshortell@numericacu.com

## HAYDEN

### Numerica Credit Union

Mike Shortell  
(509) 462-7376  
mshortell@numericacu.com

## LEWISTON

### Zions Bank

2997 Thain Grade  
David McCann  
(208) 746-0151  
david.mccann@zionsbank.com  
Doug Purdy  
(208) 746-0151  
douglas.purdy@zionsbank.com

## MOSCOW

### Zions Bank

105 S. Main St.  
Alex Navarro  
(208) 882-4581  
alexander.navarro@zionsbank.com

## POST FALLS

### Community 1st Bank

707 N. Post St.  
(208) 457-9610  
Jerry Lyon  
jerry.lyon@com1stbankid.com  
Don Maryon  
don.maryon@com1stbankid.com

## Numerica Credit Union

Mike Shortell  
(509) 462-7376  
mshortell@numericacu.com

## OUT OF STATE LENDERS

### JPMorgan Chase Bank

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

## Participating Certified Development Companies

### Ameritrust CDC

111 Main St., suite 102  
Edmonds  
Andrea Sherwood  
(206) 402-3971  
andrea@ameritrustcdc.com

Brett Vehrs  
(206) 919-8220  
brett@ameritrustcdc.com

Kim Willis  
(425) 787-6100  
kimwillis@ameritrustcdc.com

Mark Willis  
(206) 595-5888  
markw@ameritrustcdc.com

4407 N. Division, suite 813  
Spokane

Diane Blashill  
(509) 241-3068  
diane@ameritrustcdc.com

### Evergreen Business Capital

13295 Interurban Ave. S., suite 100  
Seattle

*Serving King County, the Olympic Peninsula, and NW Washington*

Wendy Avila  
(206) 577-1433  
wendy.avila@evergreen504.com

*Serving South King County and the South Sound*

Lori Milton  
(206) 577-1422  
lori.milton@evergreen504.com

*Serving Clark, Cowlitz, Klickitat, Lewis, Pacific, Skamania, Wahkiakum, and Yakima counties*

Kerri Nelson  
(206) 577-1429  
kerri.nelson@evergreen504.com

*Serving North King, Snohomish, Skagit, Whatcom, and Island counties*  
(206) 577-1435

421 W. Riverside Ave., suite 866  
Spokane  
*Serving central Washington, eastern Washington, and northern Idaho*  
Tal Williams  
(509) 468-2932  
tal.williams@evergreen504.com

### Northwest Business Development Association

*Serving East King, San Juan, Skagit, Snohomish, and Whatcom counties*  
11410 NE 124th St., suite 502, Kirkland  
Elizabeth Rusnak  
(425) 286-6673  
erusnak@nwbusiness.org

*Serving Clallam, Grays Harbor, Jefferson, King, Kitsap, Mason, Pierce, and Thurston counties*  
2442 NW Market St., suite 140, Seattle  
Mark Beppler  
(425) 505-3263  
mbeppler@nwbusiness.org

*Serving Ferry, Lincoln, Pend Oreille, Spokane, Stevens, Whitman counties and Northern Idaho*  
9019 E. Appleway Blvd., suite 200, Spokane Valley  
Evan Heriot  
(509) 904-5169  
eheriot@nwbusiness.org

*Serving Adams, Asotin, Benton, Chelan, Columbia, Douglas, Franklin, Garfield, Grant, Kittitas, Okanogan, Walla Walla, and Yakima counties*  
20 S. Fourth Ave., suite E, Yakima  
Lisa Vincent  
(509) 469-5040  
lvincent@nwbusiness.org

*Serving Clark, Cowlitz, Klickitat, Lewis, Pacific, Skamania, and Wahkiakum counties*  
211 E. 11th St., suite 201, Vancouver  
Jim Bright  
(360) 521-5704  
jbright@nwbusiness.org

### Panhandle Area Council

11100 N. Airport Road  
Hayden, ID  
Wally Jacobson  
(208) 772-0584 x3018  
wjacobson@pacni.org

## Community Advantage Lenders

### Evergreen Business Capital

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

### Craft3

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

## Participating Microlenders

### Business Impact NW

1437 S. Jackson  
Seattle  
Roland Chaiton  
(206) 324-4330 x111  
rolandc@businessimpactnw.org

### Mercy Corps Northwest

240 Second Ave. S., suite 222  
Seattle  
Edwin Rios  
(206) 939-2590  
erios@mercycorpsnw.org

### Rural Community Development Resources

24 S. Third Ave.  
Yakima  
Maria DJ Rodriguez  
(509) 453-5133  
businessresources@rcdr.biz

### SNAP Financial Access

500 S. Stone St.  
Spokane  
Gary Anderson  
(509) 456-7627 x4122  
ganderson@snapwa.org

### Ventures

2100 24th Ave. S., suite 380  
Seattle  
Laura Fletcher  
(206) 352-1945 x6616  
lfletcher@venturesnonprofit.org



# Financing 101

## 1 What do you need funding for?

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



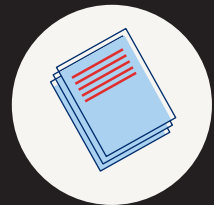
I need investors.

Look into SBICs.



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

Research the SBIR or STTR programs.



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

Ask for information on SBA surety bonds.

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

If so, SBA Resource Partners can help. Find a list at your local SBA district office.



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

A.

Check out Lender Match ([sba.gov/lendermatch](https://sba.gov/lendermatch)) to find an SBA Lenders who may specialize in your industry or type of project.

B.

Visit your local SBA district office for a list of local SBA Lenders.

### Be prepared to discuss:

- size and purpose of your loan
- how long your business has operated
- your credit history
- collateral
- financial projections
- technical assistance/mentoring needs



# 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%

## 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%



## 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

## 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)

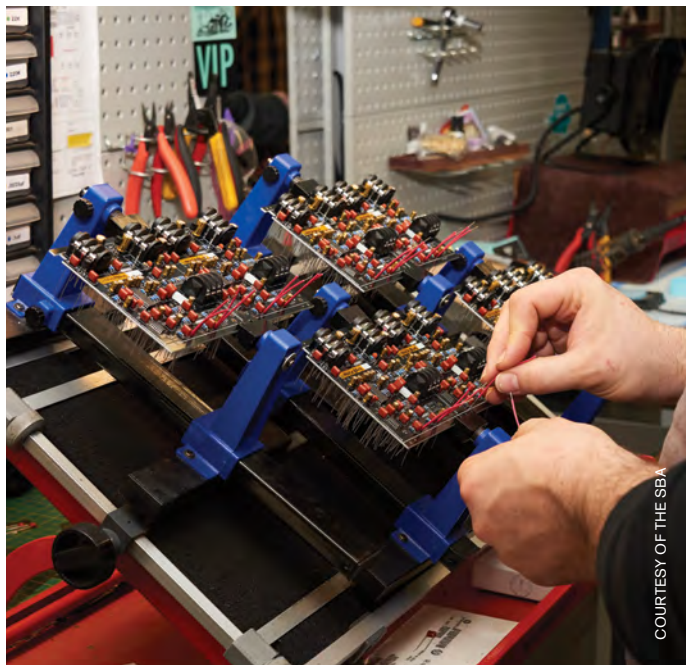
**SPECIAL CONDITION:** a minimum borrower contribution, or down payment, is required, amounts vary by project but are usually 10%

# 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.



COURTESY OF THE SBA



COURTESY OF THE SBA

## 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](https://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](https://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](mailto: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.



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## 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

## ▲ 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.

- › National Institute of Standards and Technology
- › National Oceanic and Atmospheric Administration
- » Department of Defense
- » Department of Education
- » Department of Energy
- » Department of Health and Human Services
- » Department of Homeland Security
- » Department of Transportation
- » Environmental Protection Agency
- » NASA
- » National Science Foundation

Visit **[sbir.gov](http://sbir.gov)** to find funding opportunities and helpful program tutorials, as well as past award winners, such as Qualcomm, iRobot, Illumina, and Symantec.

## SBIR Road Tour

Visit **[sbirroadtour.com](http://sbirroadtour.com)** to learn about national events connecting entrepreneurs working on advanced tech to the country's largest source of early stage funding. Each SBIR Road Tour stop introduces participating federal agency program managers, who oversee over 5,000 new awards annually.

# 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](http://sba.gov)** and click on Funding Program and then Investment Capital.



The GreenHouse Inn by the Bay is a veteran-owned bed & breakfast in Sequim, WA that was purchased by Craig Jaeger and his wife, Michelle, in 2013. Working with Evergreen, they were able to refinance their existing real estate debt into an SBA 504 loan, which helped reduce and stabilize their loan payments.

They currently live on-site as innkeepers, with Craig primarily handling marketing, events, and daytime activities.



**EVERGREEN**  
BUSINESS CAPITAL

**EVERGREEN**  
BUSINESS CAPITAL  
COMMUNITY FINANCE

*Your Partner for Small Business Financing Solutions*

For nearly 40 years, entrepreneurs throughout the Pacific Northwest have relied upon our partnerships with local lenders to fulfill their dreams and help their small business revitalize their communities. Through a combination of low rates and the popular 25-year SBA 504 financing option, our goal is to strengthen existing relationships and forge new partnerships to continue funding small business growth throughout the region.

**[www.evergreen504.com](http://www.evergreen504.com)**

**[www.ebccf.org](http://www.ebccf.org)**

**(800) 878-6613**

**Washington · Idaho · Oregon · Alaska**



## 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

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



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

**When you're affected by a disaster** the SBA, the Federal Emergency Management Agency, and other organizations work together to provide assistance. Once immediate safety and security needs are met, the SBA helps get you and your community back to where you were before the disaster. Since low-interest SBA disaster assistance loans are government aid, creditworthiness and the ability to repay are taken into consideration before a loan is awarded.

## What to do after a Disaster Declaration

*After a disaster is declared by the President*



Register with FEMA at **disasterassistance.gov**, or call (800) 621-3362, TTY 800-462-7585, or visit a Disaster Recovery Center. Locations can be found at **fema.gov/drc**. Businesses are automatically referred to the SBA. Most homeowners and renters will be referred by FEMA to the SBA to apply for disaster loan assistance. You must complete the SBA application to be considered for assistance. If the SBA cannot help you with a loan for all your needs, the SBA will in most cases refer you back to FEMA. If you do not complete an SBA application, you may not be considered for assistance from other agencies.

### Express Bridge Loan Pilot Program

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

**Loan Amount:** \$25,000

**Terms:** up to seven years

**Guarantee:** 50%

*After a disaster is declared by the SBA*

Businesses of all sizes, nonprofits, homeowners, and renters are eligible to apply for an SBA disaster assistance loan. Visit a Business Recovery Center or Disaster Loan Outreach Center in your area or visit **disasterloan.sba.gov/ela** to apply for a loan. You can also call the SBA customer service center at (800) 659-2955, TTY (800) 877-8339, and ask for an application package. FEMA grant assistance for homeowners or renters is not available under an SBA declaration.



Information you need to get started:

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



Business Development Center, which provided assistance with financing options and marketing. She continues to meet with SBDC advisers every month to remain competitive in an ever-changing economy.

During disasters, the responsibility falls on the owner's shoulders. But one lesson Stephanie has learned is the value in reaching out to others for assistance and counsel. While her brick-and-mortar restaurant was being rebuilt, she sold from a food truck. When the restaurant was operational again, she advertised that with spray paint on the plywood covering the broken windows. Stephanie and her wife, Gabriele Vitori, rebuilt Cheeseburger Baby by depending on each other and SBA assistance. See their story on YouTube by searching for the 2019 Phoenix Award for Small Business Disaster Recovery. "You've got to have resiliency. You've got to swallow your pride sometimes," Stephanie says. "But you also have to believe in your product."

#### Benefit

For Cheeseburger Baby, that product will continue satisfying the burger hankerings of locals, celebrities, and tourists alike. Vitori sees expansion in her future—she'd like to have a brick-and-mortar restaurant and food truck in each growing town in South Florida. "My whole life is this. I've always felt a love for business ownership," Vitori says. "That drive keeps you going."

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](https://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](https://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:

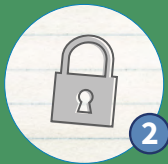
*Six essential preparedness steps for creating a continuity plan*

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.



### Establish a communications plan

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



### Protect your documents

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



### 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.



### 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.



### 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.



### 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



COURTESY OF AZTEC CONTRACTORS

## ▲ 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](https://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

# CONTRACTING

Doing Business with the Government



How I Did It

COURTESY OF THE SEA

## Taking the Helm

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

WRITTEN BY MICAELA MORRISSETTE



# 5 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.

See if your company can use the SBA Subcontracting Network database, [https://eweb1.sba.gov/subnet/client/dsp\\_Landing.cfm](https://eweb1.sba.gov/subnet/client/dsp_Landing.cfm). SubNet connects businesses with subcontractors & small businesses with contract opportunities.

## 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.

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.

**J**ennifer 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 communications—and Schlosser expected as much as he gave. "When I did something wrong, he told me, and I didn't do that again," Rahn

said, laughing.

One of their largest clients, 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."

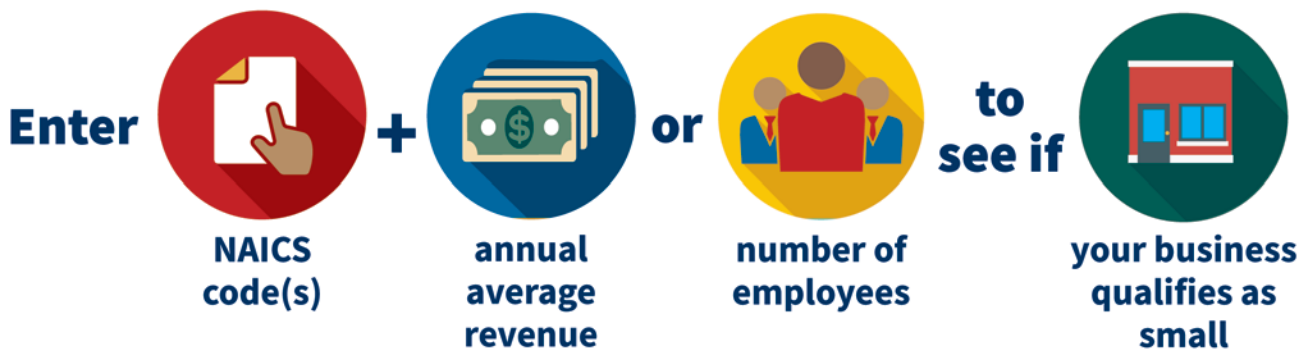
In September 2017, she took over as owner and president. Ownership transition poses a unique set of challenges. Rahn wanted to maintain relationships with her existing clients, which include

# Measure Your Business Size

The government reserves certain contracts for small businesses. Your business could compete for and profit from these set-aside contracts.

See if your business qualifies as small for federal government contracting

Visit [sba.gov/size-standards](https://sba.gov/size-standards)



## Launch

YOUR BUSINESS



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LOW COST

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WOMEN'S BUSINESS CENTER

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# Government Contracting

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

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

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

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

- ☒ Continue to question 3.
- ☐ Your local SBA district office can help you gauge ramp-up time and other factors that contribute to government contracting success.

**3** Confirm your answer to all of the following:

- ☐ Is the majority owner(s) a U.S. citizen?
- ☐ Does your company have a place of business in the U.S.?
- ☐ Is your business organized for profit?
- ☐ Does your business generate revenue?
- ☒ Continue to question 4.
- ☒ These are requirements for participation in government contracting programs.

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

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

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

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

**4** Are you credit worthy?

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

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

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

**8** Do you know where to find contracting opportunities?

- ☒ Continue to question 9.
- ☒ Ask an SBA business opportunity specialist for help.

**9** Make sure you have:

- ☐ a DUNS number
- ☐ the NAICS codes and size standards for your industry
- ☐ SAM registration

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

It sounds like you may be a good fit for government contracting!  
Visit your local SBA district office or [sba.gov/contracting](https://www.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.



COURTESY OF THE SUNDANCE CONSULTING

## ◀ 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](https://www.sba.gov). The Office of Native American Affairs also consults with tribal governments prior to finalizing SBA policies affecting tribes.

**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](https://www.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.

Contracting certification programs are designed to help you better compete for and win federal contracts set aside for small businesses. Visit [sba.gov/contracting](https://www.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](https://www.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](https://www.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

- » You must be certified as a small business within your NAICS industry classification ([naics.com](http://naics.com)).
- » Mentors and proteges must be organized for profit or as an agricultural cooperative.
- » Mentors cannot own more than 40% equity in the protege's business.
- » An SBA determination of affiliation must not exist between the mentor and the protege. All Small-approved partnerships receive an exclusion of affiliation for contracting purposes.

## HUBZone

Businesses located in Historically Underutilized Business Zones, [sba.gov/hubzone](http://sba.gov/hubzone), can gain special access to federal contracts. To qualify for the certification, your small business must:

- » be owned and controlled by U.S. citizens, a Community Development Corporation, an agricultural cooperative, Indian tribal government, Alaska Native Corporation, or a Native Hawaiian organization
- » have a principal office located in a HUBZone, which includes Indian reservations and military facilities closed by the Base Realignment and Closure Act. Enter your address in our interactive map, [maps.certify.sba.gov/hubzone/map](http://maps.certify.sba.gov/hubzone/map), to see if you qualify.
- » have at least 35% of your employees living in a HUBZone



## Service-Disabled Veterans

If you're a service-disabled veteran looking to enter the federal marketplace, you may be eligible for this small business certification. To determine your eligibility, contact a veterans business development officer at your local SBA office, or the SBA's Office of Veterans Business Development, [sba.gov/ovbd](http://sba.gov/ovbd). After you have set up to do business with the government in [sam.gov](http://sam.gov), update your status as a service-disabled veteran business. Keep in mind, the SBA does not officially certify this designation, so when a contract awarded based on this eligibility is protested, the SBA will determine if your business meets the eligibility status, ownership, and control requirements.

# Women-Owned Small Business Certification

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

Here's how to get certified:

## 1. Make sure you're eligible

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

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

## 2. Register

- Register with the System for Award Management ([sam.gov](http://sam.gov)) to start doing business with the government.

## 3. Certify

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

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

All required documents must be uploaded to [certify.sba.gov](http://certify.sba.gov) prior to submitting an offer on a contract set aside for the program.

## 4. Update your status

- Update your status as a woman-owned small business in [sam.gov](http://sam.gov).

## 5. Search the database

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

# By the Numbers

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

**\$500 billion**  
in contracts.

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



**This includes:**

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



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

## Regional/State Contracting Programs

### Washington State Office of Minority & Women's Business Enterprises

Washington State Certification and DoT Federal Certification  
1110 Capitol Way South, suite 150  
Olympia  
(360) 664-9750 or (866) 208-1064  
[omwbe.wa.gov/certification](http://omwbe.wa.gov/certification)

### Idaho Transportation Disadvantaged Business Enterprise Program

Idaho State Certification and DoT Federal Certification  
Office of Civil Rights  
3311 W. State St.  
Boise  
(208) 334-8567  
[itd.idaho.gov/business](http://itd.idaho.gov/business)

# 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](https://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](https://sba.gov/localassistance) to find your local SBA office or an SBA Resource Partner near you (see page 8).

## Washington Procurement Technical Assistance Centers

### **washingtonptac.org**

#### **Lacey Main Office**

*Serving Chelan, Grays Harbor, Kittitas, Lewis, Thurston, Pacific, and Wahkiakum counties*

4220 Sixth Ave. SE

(360) 754-6320

[thurston@washingtonptac.org](mailto:thurston@washingtonptac.org)

Dale Colbert

(360) 464-6044

[dcolbert@thurstonedc.com](mailto:dcolbert@thurstonedc.com)

Kate Hoy

(360) 464-6042

[khoy@thurstonedc.com](mailto:khoy@thurstonedc.com)

George Sharp

(360) 464-6043

[gsharp@washingtonptac.org](mailto:gsharp@washingtonptac.org)

#### **Auburn PTAC**

*Serving King & Pierce counties*

Green River Community College

1221 D St. NE, suite C

Darrell Sundell

(253) 520-6267

[king@washingtonptac.org](mailto:king@washingtonptac.org)

Marnie Tyson

(253) 833-9111 x5809

[mtyson@greenriver.edu](mailto:mtyson@greenriver.edu)

#### **Everett PTAC**

*Serving Island, San Juan, Skagit, Snohomish, and Whatcom counties*

Economic Alliance of Snohomish County

808 134th St. SW, suite 101

Lisa Lagerstrom

(425) 248-4223

[snohomish@washingtonptac.org](mailto:snohomish@washingtonptac.org)

#### **Kennewick PTAC**

*Serving Benton, Columbia, Franklin, Klickitat, Walla Walla, and Yakima counties*

Tri-City Regional Chamber of Commerce

7130 W. Grandridge Blvd., suite C

Jody O'Connor

(509) 491-3231

[tricity@washingtonptac.org](mailto:tricity@washingtonptac.org)

#### **Silverdale PTAC**

*Serving Clallam, Jefferson, Kitsap, and Mason counties*

Kitsap Economic Development Alliance

2021 NW Myhre Road, suite 100

Mary Jo Juarez or Kathy Cocus

(360) 377-9499

[kitsap@washingtonptac.org](mailto:kitsap@washingtonptac.org)

#### **Spokane PTAC**

*Serving Adams, Asotin, Douglas, Ferry, Garfield, Grant, Lincoln, Okanogan, Pend Oreille, Stevens, Spokane, and Whitman counties*

Greater Spokane Inc.

801 W. Riverside Ave., suite 100

(509) 321-3641

Jessica Kirk

[spokane@washingtonptac.org](mailto:spokane@washingtonptac.org)

Aleesha Roedel

[aroedel@greaterspokane.org](mailto:aroedel@greaterspokane.org)

#### **Tacoma PTAC**

*Serving Pierce County*

Bates Technical College

1101 S. Yakima Ave., room M123B

Tom Westerlund

(253) 680-7054

[pierce@washingtonptac.org](mailto:pierce@washingtonptac.org)

#### **Vancouver PTAC**

*Serving Clark, Cowlitz, and Skamania counties*

SW Washington Contractors Association

7017 NE Highway 99, suite 214

Jeannet Santiago

(503) 694-9403

[swwa@washingtonptac.org](mailto:swwa@washingtonptac.org)

#### **Idaho Statewide PTAC**

(208) 562-3746

[info@idahoptac.org](mailto:info@idahoptac.org)

**[idahoptac.org](https://idahoptac.org)**



# How to do business with the government

- 1** Identify your product or service number at **naics.com**.
- 2** Search **https://beta.sam.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.
- 7** 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**.



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

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**Addie Roberge**

Addie.Roberge@HeritageBankNW.com  
425.787.5517

**Austin Patjens**

Austin.Patjens@HeritageBankNW.com  
253.671.0831

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of the Year award*

*2014 Washington State Community  
Lender of the Year award*

*2014, 2015 & 2017 Northwest Business  
Development Association Top Lender award*

*2015 Evergreen Business Capital  
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