BEERS AND BUSINESS
A brewery with a social mission

Friendly Financials
A couple relies on family and friends to start their own business.

Animal Empathy
Flexibility creates compassion at this woman-run business.

Tackling Tough Times
How one business has survived several natural disasters.
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SBTDC
Dear Readers,

We are once again pleased to provide the *North Carolina Small Business Handbook*. This year’s edition features articles on successful North Carolina small businesses and highlights on topical areas of interest to owners of existing businesses and to those contemplating the startup of a new business.

**Optimism and growth has been high – but, will it continue?**

The state of small business here in North Carolina and nationally has been very positive over the past year. This has included continuing growth in the level of new business startups and in strong growth opportunities for existing small firms.

There are, however, growing concerns at the national level and globally with respect to a downturn in the overall economy. This is driven largely by conditions and economic trends that are well beyond the control of small businesses. But, based on current trends and global economic positions, it appears that there will be a slowdown in the pace of economic growth in the US over the next year or so. This is likely to dampen the level of new business starts and slow the pace of existing business growth in North Carolina.

**Small business continues to be big business in North Carolina**

The prolonged period of economic growth in the US and North Carolina has been good for small businesses. There has been continued, steady growth in new business starts and existing small business growth across the state. There are now over 890,000 small businesses in our state. These firms employ roughly 1.6 million people and account for approximately 60% of the private sector workforce and just over 45% of the Gross State Product.

**Key challenges for small firms**

All small firms at some point or another face challenges with respect to access to capital, compliance with local, state and federal regulations and the availability of qualified workforce to sustain and grow their business.

The Federal Reserve Bank (Richmond) “Small Business Credit Survey: 2019 Report on Employer Firms,” conducted in the second half of 2018 showed revenue and employment growth among small firms (less than 500), but the number of firms operating at a profit remained flat. Over 70% of firms expected increased revenues in 2019, but less than half (44%) planned to add employees.

Nearly 2/3 of firms, however, continued to experience financial challenges – managing operation expenses, scarcity of credit and challenges with debt payments. Two-thirds of the firms also relied on personal finances of the owner to cover their costs.

Respondents showed consistent year-over-year demand for new financing (43%) and nearly half received the full amount of funding sought.

Applications to online lenders continued to grow in 2018 with nearly a third of firms turning to such lenders for credit.
Many firms assume that online lenders will require less collateral and provide quicker access to loans. This is in most cases not correct.

**Looking ahead**

Since the downturn of 2008, we have been fortunate to have had the longest economic recovery period in US history. Telling signs are emerging, however, that an economic downturn may be ahead. Anticipating this, small firms can use the current positive economic environment to better position their businesses for sustainability by looking at ways to improve their financial condition and their businesses’ efficiency and competitiveness.

**North Carolina’s resources for small businesses**

To help firms with both their startup and for more ongoing business operations the state has two primary statewide resources available to help. These include:

The NC Community College System’s Small Business Center Network which includes offices at each of the 58 Community College campuses across the state. They provide a broad, grass roots presence through which to provide educational programs and business advice to startups and micro businesses.

The Small Business & Technology Development Center (SBTDC) is a statewide business advisory service of The University of North Carolina System. It has offices hosted by the 16 university campuses through which SBTDC professional staff provides in-depth business counseling to small to midsized companies in all 100 counties. This ranges from broad general business advice to specialized expertise in securing debt and equity capital, expanding into international markets, accessing government contracts, and creating new strategies and organizational capacities for growth.

The expertise and support of these two leading state resources for small businesses are readily accessible. Services are free and confidential. Modest fees are charged for training programs and in some cases for in-depth specialized services. Further information about these and other resources in North Carolina are included in the *Small Business Handbook*.

Call on us if we can help you make your business better.

*Scott Daugherty has led the SBTDC since its founding in 1984.*

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**Sponsor Comments**

**Duke Energy’s Small Business Energy Saver Program**

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BREWS AND BUSINESS

Oysters, beer and generosity are three things you’ll find at this Hanover County business.

On paper, it makes little sense to acquire a huge loan to start a business, build a 10,000-square-foot address for it, spend thousands on equipment and supplies and then make it a priority to give money away, but that philosophy is working in Wrightsville Beach, where Jud Watkins has turned his inherited passion for oystering into a community-minded brewery with upscale lunch and dinner menu, merchandise shop with quirky items, live music, Saturday yoga and financial support toward 11 local non-profits. And, of course, beer.

“It cost me 87 gray hairs and temporarily selling my soul to the Small Business Administration and a bank for 20 years. Beyond that, it didn’t cost much at all,” Watkins says.
Wrightsville Beach Brewery – the brainchild of Watkins, his late father, Bruce, and grandfather, Pete – is the result of an idea formed “a long, long time ago in an estuary not that far away.” The three men, each an outdoorsman and proponent of protecting coastal waters, realized the New Hanover County coastline had backyard oyster roasts and low-country shrimp boils, but no homemade beer.

The oysters-and-beer pairing sounded good. “My father and grandfather and I always loved that combo, and a few months before my father passed, we said it’s a good idea and we have to commit to it,” Watkins, 34, says. “Unfortunately, life throws you curves, and he passed away unexpectedly before we came through on that promise.”

Watkins followed through, determined to build their dream and help others in the process. The business was incorporated in 2014, and planning plus construction lasted much of 2016. After a setback from Hurricane Matthew, he opened in January 2017. Watkins also followed through on a staple of his upbringing: help others, give back and support your neighbors. “You can’t just be a business. You have to be a good member of the community,” he says.

The thing that helps them stand out is their marketing strategy, which combines philanthropy, unique products, on-site activities and a general desire to do good.

Each month, one of 11 Wilmington-area organizations – the brewery’s non-profit partners – receives 11% of the brewery’s proceeds from its Beer of the Month. In December, each non-profit receives 11% of proceeds from every beer sale. September’s beneficiary was the Diaper Bank of North Carolina – Lower Cape Fear. For October, it’s Good Shepherd, a center that shelters the homeless and provides meals. November will be the Coastal Land Trust.

“They give us social media support, putting us on their own personal pages. It’s engrained in who we are as a business,” he says.

Wrightsville Beach Brewery also collaborates to promote local fishermen. “We serve only North Carolina seafood, and I have a North Carolina commercial fishing license, so I’m able to buy directly from local fishermen. We do everything we can to keep it in a tight radius, though sometimes we reach out a little farther, like getting local crab from Albemarle,” he says.

Creating a business that focuses on giving away its...
revenue requires quite a bit of planning - about a year of it, Watkins says.

“I went over to the SBTDC [Small Business and Technology Development Center], and the most helpful thing was them ground-testing the hypotheticals I had put on paper before taking it to a commercial lender. They helped me chew up some numbers and look at state and national data about breweries to make sure the business plan and loan proposal was as accurate and thorough as possible,” he says.

Watkins and his wife Amber, listed as the company’s philanthropic liaison, became the owners of a 20-year commercial 504 SBA loan.

The brewery has a 120-seat restaurant and tap room. Watkins says he isn’t making a profit, “nor did we set out to the first couple years,” but does have a positive cash flow.

“We’re still trying to grow the business. And there’s a significant part we give back. We’re going to write those checks, regardless.”

Restaurant items span from the usual pub food to the unusual: crab cake pizza, carnivore hash, fried oyster bites over kimchi spiced N.C. collards, the crème brulee of the day and more.

Saturday mornings, Brewery Yoga brings people in at 10, and proceeds are donated. “It’s a good crowd. We have a couple of instructors that rotate. We try to have a lot of fun activities, incorporate the local non-profits and make it a great local hangout spot,” Watkins says. “Our management team helps a lot with the marketing and our Instagram and Facebook pages.”

Amber, also employed as a full-time as a social worker with the Boys and Girls Clubs, helps with community outreach.

Watkins recently invested in a generator – “a little insurance, so there won’t be another hurricane.” He cites two other imperative business expenses: “We had to do a lot for the volume we do. My two most valuable purchases are an $8 oyster knife and $12 filet knife.”

Humor aside, the father of a 2-year-old - “an absolute joy but a sleep inhibitor” - with another child on the way takes business, marketing and outreach seriously.

“I like to give credit to our staff, many of whom have been with us since day one,” Watkins says. “Their hard work and positive attitude make this business fun for me. I look forward to going to work every day.”
Why social media?
It’s important to have an integrated strategy attached to your social media. Here are some worthy marketing objectives where social media tactics can excel:

- Spread your content and expertise to new audiences.
- Network with like-minded individuals and companies.
- Build a community of evangelists.
- Involve your customers and prospects in co-creation.
- Reach new audiences in the exact way they choose to communicate.
- Be seen as a thought leader in your industry.
- Easily hear literally everything that’s being said online about your brand, products or industry.
- Be seen as a trusted source of information.

source: Let’s Talk: Social Media for Small Business

Marketing Strategy Tips
- Keep in touch with current customers to thank them for their business and remind them of your products and services.
- Identify ways to solve problems for old and new customers.
- Re-examine your unique selling proposition.
- Consider your pricing strategy.
- Make sure that your image and message are consistent.
- Ask for recommendations and referrals.

Market Research Resources
Good business decisions are supported by good data. Two excellent resources are:

NC LIVE (www.nclive.org) – Free through public and college libraries, business resources include Reference USA, Simply Analytics, and ABI First Research. Identify competitors, potential customers, and more. Create lists and maps of the results.

U.S. Census Quick Facts (www.uscensus.gov/quickfacts) – Provides comprehensive demographics for all states and counties, and for cities and towns with a population of 5,000 or larger.
Owners Abby and Brad Carey first met at a rock climbing class at East Carolina University and have since built an adventure park that sees 10,000 guests a year.

**FRIENDLY FINANCIALS**

After multiple rejections, First Flight Adventure Park was ultimately financed through family, friends, and the Albemarle Commission’s Revolving Loan Fund.

High above the marsh grass by the ocean in Nags Head, each year thousands of adventure-seekers navigate an array of cables, ropes and zip lines at a new obstacle course creatively constructed and financed through the business owners’ version of the friends and family plan.

First Flight Adventure Park is an aerial adventure structure with easy, intermediate and advanced courses that, at its peak, is 60 feet high. Climbers wear safety harnesses while balancing and muscling through maritime-themed routes with difficulty levels tagged categories 1 through 5. These can include zip lines, elevated obstacle courses, ropes courses and more.
“Once we got the approval to build, we had literally eight weeks until Memorial Day. And we opened Memorial Day 2014 at 4 o’clock. We made it.”

Abby Carey
First Flight Adventure park

Owners Abby and Brad Carey, who have been married nine years and met at a rock climbing class at East Carolina University, started talking about the idea for a park in 2012. They knew Brad’s work with Challenge Design Innovations, a company headquartered in Newland, N.C., that designs, builds and inspects challenge courses and climbing walls, would be helpful.

They also knew they were facing a huge expense.

“We started getting investors in 2013 and 2014, and I think we had about 20 investors to start,” Abby Carey says of the couples’ friends who donated money. “We basically just asked all our friends and said if it failed, we’d just go around building decks on houses.”

This was after the couple had 10 rejection letters from banks because they had no collateral. They turned to Strategic Adventures in Denver, a company that specializes in writing business plans for adventure-based businesses, which they showed to their friends and to the SBTDC.

“It helped get the investors we needed. Then the SBTDC looked it over and said it was the best business plan,” Carey says. “We thought it could work; we knew it could work; but we didn’t know how to come up with the numbers.”

Their friends collectively donated $410,000 of the needed $460,000. The other $50,000 is a loan from the Albemarle Commission’s Revolving Loan Fund at a doable, low interest rate.

First Flight has a 15-year lease on the land through Dare County. Construction was done through Brad’s company connection. “If someone else were to build the same course, it would cost almost double,” Carey says. “We had to get all the materials, and some of it you have to order months ahead. Like harnesses and lanyards, some have to be shipped from overseas. So there’s all kinds of logistics. Once we got the approval to build, we had literally eight weeks until Memorial Day. And we opened Memorial Day 2014 at 4 o’clock. We made it.”

Carey says the park sees about 10,000 guests a year. A ticket for children ages 6 to 9 is $40; for 10 and older, $50.
for two hours and includes helmet, harness and gloves. Gift cards are available.

The Careys’ investors – those friends and family members – have already been paid back.

“We did a promissory note that we are doing a $10,000 block at 10 percent over seven years. We guaranteed to pay them three years’ worth, and we guaranteed we’d pay them back,” Carey says. “We paid them off within three years. I was like, I just wanted to get this over with.”

The park has been successful enough that the Careys are also in a three-way ownership partnering at Corolla Adventure Park, about 45 minutes north, which opened in 2016.

Much of First Flight’s business is vacation-oriented, but the course also does bachelor and bachelorette gatherings, corporate events and wedding parties. Participants are restricted from taking loose items – keys, cameras, phones, etc. – on the courses, but the courses are rigged with cameras.

“Sometimes, people will get out there and propose to their girlfriend. One time, a guy held up a paper (for the camera) that said ‘Will you marry me?’ and when they got down, he told his girlfriend to go look at the photos, and he went to the car and got the ring. It was pretty sweet. She said yes.”
Financing

What a lender looks for:

**CAPITAL**
How much of your own money do you have invested in the business?

**COLLATERAL**
What is the fair market value of the security that you are offering to guarantee repayment of the loan?

**CAPACITY TO REPAY**
Will your cash flow provide you with enough money to cover repayment of the loan?

**CONDITIONS**
What are the economic, demographic and regulatory trends that impact your business?

**CHARACTER**
What is your track record – personal and professional – in managing finances and paying credit obligations?

5 Financial Management Strategies

1. Benchmark financial performance against similar companies.
2. Regularly review financial statements, focusing on key metrics.
3. Institute financial controls.
4. Set firm credit policies and monitor accounts receivable.
5. Review all costs for potential reductions.

Types of small business financing used:

<table>
<thead>
<tr>
<th>Type</th>
<th>Percentage</th>
<th>Source: SBA-Employer Firms</th>
</tr>
</thead>
<tbody>
<tr>
<td>PERSONAL/FAMILY SAVINGS</td>
<td>26%</td>
<td>62%</td>
</tr>
<tr>
<td>BUSINESS LOAN FROM BANK</td>
<td>19%</td>
<td>18%</td>
</tr>
<tr>
<td>PERSONAL/BUSINESS CREDIT CARD</td>
<td>11%</td>
<td>14%</td>
</tr>
<tr>
<td>OTHER PERSONAL/FAMILY ASSETS</td>
<td>10%</td>
<td>5%</td>
</tr>
<tr>
<td>HOME EQUITY LOAN</td>
<td>8%</td>
<td>7%</td>
</tr>
<tr>
<td>GOVERNMENT GUARANTEED/DIRECT LOAN</td>
<td>3%</td>
<td>2%</td>
</tr>
<tr>
<td>VENTURE CAPITAL</td>
<td>7%</td>
<td>3%</td>
</tr>
<tr>
<td>BUSINESS PROFITS/ASSETS</td>
<td>NA</td>
<td>18%</td>
</tr>
<tr>
<td>NONE NEEDED</td>
<td>11%</td>
<td>40%</td>
</tr>
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</table>

SBA loan guarantees

Except in rare circumstances (primarily disaster assistance), the U.S. Small Business Administration does not make loans directly to business owners but instead provides loan guarantees to commercial lenders and others who make and administer loans. The business applies to a lender, not the SBA, for financing. The SBA backs those loans with a guaranty that will eliminate some of the risk to the lending partners. Therefore, when a business applies for an SBA loan, it is actually applying for a commercial loan, structured according to SBA requirements, that receives an SBA guaranty. To find out more information about SBA-guaranteed loans, go to sba.gov/financialassistance/.

Small Business Financial Challenges and Actions

**TYPES OF FINANCIAL CHALLENGES (% EMPLOYER FIRMS)**

- Credit availability or securing expansion funds: 44%
- Paying operating expenses: 36%
- Making payments on debt: 25%
- Purchasing inventory or supplies to fulfill contracts: 17%
- Experienced none of these challenges: 39%

**ACTIONS TAKEN IN RESPONSE TO FINANCIAL CHALLENGES**

- Used personal funds: 76%
- Took on additional debt: 44%
- Made a late payment: 44%
- Cut staff, hours and/or downsized operations: 43%
- Negotiated terms with lender: 21%
- Did not pay — debt went to collections: 8%

**RESOURCE:**

Capital Opportunities for Small Business

The SBTDC’s Capital Opportunities for Small Businesses guide is a great resource for businesses seeking start-up or expansion funding, and organizations that help small business obtain financing. Learn about bank financing, federal government loan guarantees, state government sources, angel and venture capital and not-for-profit programs. Available at sbtdc.org/publications/capital-opportunities/.
Glade Creek Animal Hospital is a small business that’s quickly expanding, with hopes to add emergency room services and other offerings soon.

**ANIMAL EMPATHY**

The unintentional all-women business thrives on compassion and camaraderie to provide the best care possible.

Michelle Tompkins, who owns Glade Creek Animal Hospital in the Allegheny County mountains, says she’s seen a range of animal ailments but one that stands out is the time she treated the Aflac duck.

“He was on the wrong side of a dog and he got injured. His owner told me he used to model for the Aflac campaign. He was a petting zoo duck who got discovered,” she says. “He required a lot of feather plucking. And ducks like to wet their food before they eat it, so he had to float in a sink and he got to wet his duck pellets. He felt great.”

There’s compassion involved in doctoring a duck. Or a tiny puppy with a tummy full of pebbles, or beloved cat who is an elderly person’s best friend. Thompkins opened her practice in winter 2017 after serving as an apprentice in
the county eight years, and provides a myriad of pet practices from wellness checkups to orthopedics. Her business – quite unintentionally – has an all-woman staff.

“It’s not something I chose to do, necessarily, but especially in a small-animal practice, women are more suitable for that niche because they’re so compassionate and nurturing,” she says. “The amount of nurturing required in this job is unbelievable. It’s like pediatric medicine in a way. I would certainly hire a fella to help us out, because some of the stuff we do is manually difficult, but it’s worked out. I pity the first man I hire.”

She says this because of the camaraderie women have. There’s a tacit understanding, she says, with a female staff.

“I have two children, ages 7 and almost 4, and they are the reason I chose to become a business owner. The work I’ve done over the years can be challenging and rewarding, but my schedule can be very erratic,” she says, “so establishing a business can allow me to be very flexible, and having a staff of women I can extend that flexibility to them. All but one are mothers, and we have an expectant mother now. So it gives me the chance to work with them in a way I know is required.”

Tompkins, 35, graduated from the Virginia Maryland College of Veterinary Medicine at Virginia Tech in 2010. Her practice in Sparta is in the former Alleghany County library building, which had been vacant for two years.

Because of its historical designation, grant money could be used to repurpose it. Tompkins contacted the Small Business and Technology Development Center for advice, and received her $60,000 grant followed by a $500,000 loan toward renovations, supplies and to have working capital to finance the business when it opened.

She hired a contractor with prior medical experience to furnish her practice with exam tables, X-ray units, ultrasound equipment, central oxygen, lab equipment, pharmaceuticals and other items. “And we’re a paperless practice, so there’s computers and servers and clouds. It’s amazing,” she says. “Then you open, and you realize you need more stuff.”

Glade Creek debuted with a staff of seven full-time and one part-time, but has since expanded to nine full-time. She hopes to open a boarding facility by year’s end. Tompkins also hopes to have emergency room services, eventually. “You have to have common sense, the ability to reason, and the ability to work with people who are freaking out,” she says.

Glade Creek does annual check-ups and vaccines, internal medicine, treats autoimmune diseases and infectious diseases such as from ticks and Rocky Mountain spotted fever. “And there’s no leash laws, so we see a lot of auto-
mobile injuries, gunshot wounds and I do some routine and emergency orthopaedic surgery,” she says.

The puppy with the pebbles in his belly was 12-weeks old and belonged to a 3-year-old boy. It was an instance when the compassion Tompkins mentions is important.

“Puppies are notorious for getting into things, and they had fixed bacon and poured the grease in the driveway, and I had to do surgery and pull every pebble out,” Thompkins says. “And that little boy came to see him every day. We want to protect those relationships and make sure everyone is happy and healthy.”

The county has three veterinarian practices, she says, including one that deals with larger animals. “So we each have our own niche. I guess to some degree, we all cater to our own clientele.”

Tompkins says being a mother, business owner and working with others who understand what it’s like to have a life outside the office has helped everyone at Glade Creek. Her family has four dogs, four cats, fish, rabbits and raises dairy show calves, which her children show at fairs.

“The cool thing is, up until this point, I’ve been thinking what situation I can find for myself that will give me the life I’m looking for and have time for my husband and kids, and I’m so blessed to have the people who have helped me,” she says. “Not just the patients, but everyone. If you’re not flexible, you’re going to have a lot of anxiety. Sometimes your dishes aren’t going to get done, but everyone will get fed and we will have quality time together.”

Tompkins has big plans to expand her practice to include boarding and emergency room services.

35% of small businesses do not offer health-related benefits to their employees. All those that said they did not currently offer it said it was not an important factor in acquiring and retaining talent.

Women Owned Business

North Carolina Business Demographics

<table>
<thead>
<tr>
<th></th>
<th>Number</th>
<th>Percent</th>
</tr>
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<tbody>
<tr>
<td>Male Owned</td>
<td>435,677</td>
<td>54.1%</td>
</tr>
<tr>
<td>Woman Owned</td>
<td>287,058</td>
<td>35.6%</td>
</tr>
<tr>
<td>Minority Owned</td>
<td>183,380</td>
<td>22.8%</td>
</tr>
<tr>
<td>Equally Male and Female Owned</td>
<td>83,250</td>
<td>10.3%</td>
</tr>
<tr>
<td>Veteran Owned</td>
<td>86,571</td>
<td>10.7%</td>
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</table>

Source: US Census Bureau Quick Facts/NC

GROWTH

Overall growth in women-owned businesses has continued for the last 11 years (2007-2018):

- Women-owned businesses surged 58%, while all businesses increased only 12%.
- Total employment by women-owned businesses rose 21%, while for all businesses it declined 0.8%.
- Total revenue of women-owned businesses jumped 46%, while revenue for all businesses increased 36%.

Women-Owned Businesses

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<tr>
<th></th>
<th>Number</th>
<th>Share (percent)</th>
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<tbody>
<tr>
<td>All</td>
<td>12,280,248</td>
<td>100%</td>
</tr>
<tr>
<td>White/Caucasian</td>
<td>6,455,947</td>
<td>53%</td>
</tr>
<tr>
<td>African American</td>
<td>2,402,643</td>
<td>20%</td>
</tr>
<tr>
<td>Latina</td>
<td>2,142,816</td>
<td>17%</td>
</tr>
<tr>
<td>Asian American</td>
<td>1,072,586</td>
<td>9%</td>
</tr>
</tbody>
</table>

Source: 2018 State of Women-Owned Businesses Report, American Express

WELL-BEING

Despite challenges, established women-business owners rate their well-being as 1.7X higher than male entrepreneurs and almost 3X higher than female non-entrepreneurs.

<table>
<thead>
<tr>
<th></th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>Established business owner</td>
<td>0.7%</td>
<td>0.42%</td>
</tr>
<tr>
<td>Non-entrepreneur</td>
<td>0.26</td>
<td>0.15</td>
</tr>
</tbody>
</table>

Source: National Entrepreneurial Assessment for the USA, Globe Entrepreneurship Monitor

CHALLENGES FOR WOMEN-BUSINESS OWNERS

- Access to capital / funding gap
- Lack of available mentors
- Building a support network
- Balancing business and family responsibilities
- Gender discrimination and stereotyping
- Making an authoritative first impression
Currie Chain Saw owners Nancy Pittman and John Currie are no strangers to adversity; the business has survived major flood damage as well as a fire in the 80s.
A framed photo hung at Currie Chain Saw Inc. in Lumberton shows the calamitous flooding that smothered the city after Hurricane Matthew in 2016. The Lumber River overflowed around a dike, tumbled down the railroad track and entered the family-owned business, resulting in 33 inches of water in the building.

“Tackling tough times”

“‘In the beginning [after Matthew], we kind of looked at each other and said, we’re really tied into this business. Do we sink or swim? And sinking was not an option. You put everything you’ve got into surviving. You get discouraged, but you don’t have that option either.’”

Nancy Pittman
Currie Chain Saw

“‘In the beginning [after Matthew], we kind of looked at each other and said, we’re really tied into this business. Do we sink or swim? And sinking was not an option. You put everything you’ve got into surviving. You get discouraged, but you don’t have that option either.’”

Nancy Pittman
Currie Chain Saw

Resiliency is key in this Lumberton business, which has moved forward through fires and hurricane flooding.
“We only had 3 inches of water in our building [from Florence]. We didn’t miss work, and we boarded the windows to keep looters out,” Pittman says.

Matthew was a different invader. The business closed from Oct. 8 until the second week of December.

The brothers drained motorcycles and looked for companies who would buy salvage.

They asked Honda and Suzuki for time to make sales.

“We paid the debt down to the point where we were able to borrow money from the Small Business Administration in March [2018], and we have 10 years to pay it off,” she says of the $550,000 obtained with assistance from the Small Business and Technology Development Center.

In other areas, the business had to get creative. With no money for advertising, the company used Facebook and social media.

Of course, Hurricane Matthew wasn’t the first major test that the business has faced.

Pittman recalls another time when resiliency was necessary in 1983, when a fire started in a light fixture after hours and gutted the main building. “We had every fire department in the area. We lost all the motorcycles, but we had insurance for that. I don’t think there was quite enough to cover it all,” she says. “But we didn’t lose a day of work. I remember sitting on the sidewalk, taking credit applications. We basically cleaned up and rebuilt.”

Resiliency is a necessary trait for small business ownership, Pittman says.

“You have to just keep on keeping on. Expect the unexpected. Stop a minute and assess your situation and look at possibilities you never dreamed of,” Pittman says, “then come up with a plan. When one door closed, we looked to see where another one was.”

25% of small businesses surveyed did not have a disaster preparedness plan in place in 2019.


10% of small businesses surveyed in the state did not have data backed up in the case of an emergency.

Weather events, fire, floods, power outages, cyber attacks, or any number of occurrences can have an adverse effect on your business. A little preparation now can ease potential troubles in the future.

What is resilience?
Business resilience is the ability to recover from setbacks, adapt well to change, and keep going in the face of adversity while safeguarding people, assets and overall brand equity.

Investments in resilience can provide a competitive advantage.

**NATURAL DISASTER IMPACT**

<table>
<thead>
<tr>
<th>IMMEDIATE</th>
<th>ONE YEAR LATER</th>
<th>THREE YEARS LATER</th>
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<tbody>
<tr>
<td><strong>40%</strong></td>
<td><strong>25%</strong></td>
<td><strong>75%</strong></td>
</tr>
<tr>
<td>OF SMALL BUSINESSES WON’T REOPEN</td>
<td>MORE SMALL BUSINESSES WILL CLOSE</td>
<td>OF BUSINESSES WITHOUT A CONTINUITY PLAN WILL FAIL</td>
</tr>
</tbody>
</table>

Source: 2014 data from the Federal Emergency Management Agency (FEMA) and US Department of Labor

**BE PREPARED**

- Back up your computer operating system, critical software programs, and customer supplier and financial data – either offsite or in the cloud.
- Take photos or video to document your business location, equipment, and inventory.
- Review your insurance policies and know what they do and don’t cover.
- Keep a current emergency contact list of employees
- Know how to access your bank records – and money – in an emergency

**ELEMENTS OF A BUSINESS CONTINUITY PLAN**

- Analysis of potential threats
- Defined areas of responsibility
- Emergency contact information
- Recovery teams
- Off-site back-up of important data
- Back-up power arrangements
- Alternative communication strategy
- Alternative site of operations
- Alternative equipment / services back-up

**RESOURCE:**
Visit sbtdc.org/disaster to find out more about disaster planning and business recovery resources, including SBA loans for physical damage and economic impact.

The Small Business and Technology Development Center is a business and technology extension program of the UNC System, operated in partnership with the U.S. Small Business Administration. Since 1984, the SBTDC’s experienced counselors have helped more than 135,000 small and midsized business owners make better decisions, become more competitive and improve the economy of North Carolina. National studies show that SBTDC client companies increase revenue and create jobs at significantly greater rates than the average North Carolina business.

800-258-0862  sbtdc.org

Regional Service Centers:

1. SBTDC at Appalachian State University
   828-262-2492 (Boone) • 828-345-1110 (Hickory)
   Serving counties: Alleghany, Alexander, Ashe, Avery, Burke, Caldwell, Catawba, Cleveland, Gaston, Lincoln, Mitchell, Watauga, Wilkes and Yancey

2. SBTDC at Western Carolina University
   828-227-3504 (Cullowhee) • 828-251-6025 (Asheville)
   Serving counties: Buncombe, Cherokee, Clay, Graham, Haywood, Henderson, Jackson, Macon, Madison, McDowell, Polk, Rutherford, Swain and Transylvania

3. SBTDC at UNC Charlotte
   704-687-0440 (Charlotte)
   Serving counties: Anson, Cabarrus, Southern Iredell, Mecklenburg, Montgomery, Rowan, Stanly and Union

4. SBTDC at Winston-Salem State University, N.C. A&T State University
   336-750-2030 (Winston-Salem) • 336-256-9300 (Greensboro)
   Serving counties: Caswell, Davidson, Davie, Forsyth, Guilford, Northern Iredell, Randolph, Rockingham, Stokes, Surry and Yadkin

5. SBTDC at UNC Chapel Hill, N.C. Central University
   919-962-0389 (Chapel Hill) • 919-530-7386 (Durham)
   Serving counties: Alamance, Chatham, Durham, Lee, Orange and Person

6. SBTDC at N.C. State University
   919-513-1500 (Raleigh)
   Serving counties: Franklin, Granville, Halifax, Johnston, Nash, Northampton, Vance, Wake and Warren

7. SBTDC at Fayetteville State University, UNC Pembroke
   910-672-1727 (Fayetteville) • 910-775-4000 (Pembroke)
   Serving counties: Bladen, Cumberland, Harnett, Hoke, Moore, Richmond, Robeson, Sampson and Scotland

8. SBTDC at UNC Wilmington
   910-962-3744 (Wilmington)
   Serving counties: Anson, Cabarrus, Southern Iredell, Mecklenburg, Montgomery, Rowan, Stanly and Union

9. SBTDC at East Carolina University
   252-737-1385 (Greenville)
   Serving counties: Beaufort, Carteret, Craven, Edgecombe, Greene, Jones, Lenoir, Martin, Pamlico, Pitt, Wayne and Wilson

10. SBTDC at Elizabeth City State University
    252-335-3247 (Elizabeth City) • 252-335-3334 (Nags Head)
    Serving counties: Bertie, Camden, Chowan, Currituck, Dare, Gates, Hertford, Hyde, Pasquotank, Perquimans, Tyrrell and Washington
5 Reasons Why You Should be Using the Small Business Center Network

by Brian Vinciguerra

- Counseling
- Training
- Networking Opportunities
- Advocacy for Your Business
- Free Assistance

Scan Code to Learn More
Or go to https://bit.ly/32dcDfw

“There is not one class that I have attended where I did not leave with at least one helpful hint, tip, suggestion or action plan that has not directly impacted how we run and manage our business.” — Brian Vinciguerra

YOUR DREAM, YOUR BUSINESS.
GREAT IDEA
OUR EXPERTISE & EXPERIENCE.

Business Startups: 673
Jobs Created/Retained: 3,479
Counseling Clients: 5,565
Counseling Hours: 14,831
Entrepreneurship Training Events: 4,536
Event Attendees: 49,903

Contact us today about:
FREE TRAINING & BUSINESS COUNSELING
The N.C. Small Business Center Network, operated through the N.C. Community College System, is the largest state-supported small business assistance program, serving more than 70,000 North Carolinians each year. The 61 centers located at community colleges throughout the state are aligned with the state’s eight Prosperity Zones. Potential or current business owners can take advantage of high-quality, readily accessible assistance that includes resource and referral information for a variety of business needs; free confidential one-on-one business counseling services; and high-impact seminars and classes available free of charge or for a minimal registration fee.

ncsbc.net

State Director: Anne Shaw, SBCN, N.C. Community Colleges, office: 910-938-6319, cell: 910-545-3679, shawa@nccommunitycolleges.edu.
<table>
<thead>
<tr>
<th>Region</th>
<th>College Name</th>
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<tr>
<td><strong>Northwest</strong></td>
<td>Caldwell Community College and Technical Institute</td>
<td>2855 Hickory Blvd., Hudson, NC 28638</td>
<td>828-726-2615</td>
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<tr>
<td></td>
<td>Catawba Valley Community College</td>
<td>2550 Highway 70 SE, Hickory, NC 28602</td>
<td>828-327-7000, x 4102</td>
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<tr>
<td></td>
<td>Mayland Community College</td>
<td>PO Box 547 Spruce Pine, NC 28777</td>
<td>828-766-1295</td>
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<td></td>
<td>McDowell Technical Community College</td>
<td>54 College Drive, Marion, NC 28752</td>
<td>828-652-0634</td>
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<td>Western Piedmont Community College</td>
<td>2128 S Sterling St., Morganton, NC 28655</td>
<td>828-448-6719</td>
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<td></td>
<td>Wilkes Community College</td>
<td>PO Box 120, Wilkesboro, NC 28697</td>
<td>336-838-6168</td>
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<tr>
<td><strong>Piedmont/Triad</strong></td>
<td>Alamanace Community College</td>
<td>1304 Plaza Drive, Burlington, NC 27215</td>
<td>336-506-4312</td>
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<tr>
<td></td>
<td>Davidson County Community College</td>
<td>297 Community College Road, Thomasville, NC 27300</td>
<td>336-224-4557</td>
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<tr>
<td></td>
<td>Forsyth Technical Community College</td>
<td>2100 Silas Creek Parkway, Winston-Salem, NC 27101</td>
<td>336-757-3804</td>
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<td></td>
<td>Guilford Technical Community College</td>
<td>1451 S Elm-Eugene St., Suite 1201 Greensboro, NC 27406</td>
<td>336-334-4822, x 62003</td>
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<td></td>
<td>Randolph Community College</td>
<td>413 Industrial Park Ave, Asheboro, NC 27205</td>
<td>336-633-0240</td>
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<tr>
<td></td>
<td>Rockingham Community College</td>
<td>PO Box 38 Wentworth, NC 27375</td>
<td>336-342-4261, x 2316</td>
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<td></td>
<td>Surry Community College</td>
<td>1461 N. Bridge St., Elkin, NC 28621</td>
<td>336-386-3685</td>
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<td><strong>Sandhills</strong></td>
<td>Bladen Community College</td>
<td>PO Box 266, Dublin, NC 28332</td>
<td>910-879-6572</td>
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<td></td>
<td>Fayetteville Technical Community College</td>
<td>PO Box 35236, Fayetteville, NC 28303</td>
<td>910-678-8462</td>
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<td>Montgomery Community College</td>
<td>1011 Page St., Troy, NC 27371</td>
<td>910-888-9882</td>
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<td>Richmond Community College</td>
<td>PO Box 1189, Hamlet, NC 28345</td>
<td>910-410-1697</td>
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<td>Robeson Community College</td>
<td>PO Box 1420, Lumberton, NC 28359</td>
<td>910-727-3631</td>
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<td>Sampson Community College</td>
<td>PO Drawer 318, Clinton, NC 28329</td>
<td>910-592-4881, x 2032</td>
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<td>Sandhills Community College</td>
<td>3395 Airport Road, Pinehurst, NC 28374</td>
<td>910-695-4588</td>
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<td>Southeastern Community College</td>
<td>PO Box 151, Whiteville, NC 28672</td>
<td>910-642-7141, x 419</td>
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<td><strong>Southeast</strong></td>
<td>Brunswick Community College</td>
<td>2050 Enterprise Blvd., Leland, NC 28451</td>
<td>910-755-7306</td>
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<td></td>
<td>Cape Fear Community College</td>
<td>411 N. Front St., Wilmington, NC 28401</td>
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<td>Carteret Community College</td>
<td>3505 Arendell St., Morehead City, NC 28577</td>
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<td>Coastal Carolina Community College</td>
<td>444 Western Blvd., Jacksonville, NC 28546</td>
<td>910-938-6319</td>
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<td>Craven Community College</td>
<td>800 College Court, New Bern, NC 28562</td>
<td>252-638-1088</td>
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<td>James Sprunt Community College</td>
<td>PO Box 398, Kenansville, NC 28349</td>
<td>910-275-6202</td>
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<td>Lenoir Community College</td>
<td>327 N Queen St., Box 209, Kinston, NC 28501</td>
<td>252-522-8021</td>
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<td>Pamlico Community College</td>
<td>701 Main St., Bayboro, NC 28515</td>
<td>252-745-7348</td>
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<td>Wayne Community College</td>
<td>3000 Wayne Memorial Drive, Goldsboro, NC 27534</td>
<td>919-733-6941</td>
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<tr>
<td><strong>Southwest</strong></td>
<td>Central Piedmont Community College</td>
<td>PO Box 35009, Charlotte, NC 28235</td>
<td>704-330-6832</td>
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<tr>
<td></td>
<td>Cleveland Community College</td>
<td>137 S. Post Road, Shelby, NC 28152</td>
<td>704-699-4146</td>
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<td></td>
<td>Gaston College</td>
<td>201 Highway 321, South Dallas, NC 28034</td>
<td>704-922-6449</td>
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<td></td>
<td>Mitchell Community College</td>
<td>701 W. Front St., Statesville, NC 28677</td>
<td>704-878-3227</td>
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<tr>
<td></td>
<td>Rowan-Cabarrus Community College</td>
<td>PO Box 1595, Salisbury, NC 28145</td>
<td>704-216-3534</td>
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<tr>
<td></td>
<td>South Piedmont Community College</td>
<td>4209 Old Charlotte Highway, Monroe, NC 28110</td>
<td>704-290-5218</td>
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<tr>
<td></td>
<td>Stanly Community College</td>
<td>143 N. 2nd St., Albemarle, NC 28001</td>
<td>704-991-0182</td>
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<tr>
<td><strong>Western</strong></td>
<td>Asheville-Buncombe Technical Community College</td>
<td>1465 Sand Hill Road, Suite 1060, Candler, NC 28715</td>
<td>828-398-7949</td>
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<td></td>
<td>Blue Ridge Community College</td>
<td>180 W. Campus Drive, Flat Rock, NC 28731</td>
<td>828-694-1751</td>
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<td>Haywood Community College</td>
<td>185 Feedlander Drive, Clyde, NC 28721</td>
<td>828-627-4512</td>
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<td>Isothermal Community College</td>
<td>PO Box 804, Spindale, NC 28160</td>
<td>828-396-1667</td>
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<td>Southwestern Community College</td>
<td>447 College Drive, Sylva, NC 28779</td>
<td>828-339-4211</td>
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<td></td>
<td>Tri-County Community College</td>
<td>21 Campus Circle, Murphy, NC 28906</td>
<td>828-835-3564, x 203</td>
</tr>
</tbody>
</table>
The N.C. Department of Commerce is the state’s lead agency for economic, community and workforce development. NCDOC works with local, regional, national and international organizations to fulfill its mission to improve the economic well-being and quality of life for all North Carolinians. The department provides local communities with grants and planning services to spur infrastructure development and economic growth and administers the state’s economic incentive programs. NCDOC also is responsible for recruiting companies to the state, helping existing North Carolina companies expand, encouraging business startups, enabling companies to export and marketing North Carolina as a business and visitor destination. The department also publishes data, statistics, information and reports for citizens and policymakers interested in the state’s economy.

Industry Expansion Solutions, an outreach and extension organization affiliated with the N.C. State College of Engineering, was established in 1955 to help North Carolina industries grow and prosper. IES’ tailored solutions, university and community connections, and engineering know-how can help companies stay abreast of the latest technologies and best practices in engineering and business management. Its mission is to help business owners increase productivity, efficiency, safety and quality, with expertise in lean enterprise and quality initiatives such as ISO management systems and Six Sigma, environmental and energy concerns, and safety and health management.

The N.C. Division of Employment Security oversees state and federal unemployment tax collections and payment of unemployment insurance benefits. Business owners can use the Employment Security website to file their Quarterly Tax and Wage Reports, apply for an unemployment insurance tax account number and make tax payments.

The Corporations Division is responsible for the examination, custody and maintenance of the legal documents filed by more than 400,000 corporations, limited partnerships and limited liability companies. The office ensures uniform compliance with the statutes governing the creation of business entities, records the information required to be kept as a public record, and provides that information to the public.

The N.C. Department of Labor is charged with promoting the “health, safety and general well-being” of more than 4 million workers in the state. The department administers the state’s workplace safety program and enforces employment discrimination and wage legislation. Employers can request training and technical assistance through the Education, Training and Technical Assistance Bureau. The services of the bureau, including on-site visits and telephone assistance, are free.

The N.C. Department of Agriculture & Consumer Services can assist business owners in planning, expanding or financing new or existing agribusiness-related industries. The Marketing Division leads the “Got To Be NC” campaign, which promotes North Carolina-made products across the state. The department also oversees the issuance and regulation of licenses and permits for a wide variety of industries.

NCWorks Online is a powerful online job seeker/workforce services system, designed specifically for job seekers, students, employers and job trainers. The system provides fast access to a complete set of employment tools in one website. Business owners can use the site to post jobs, recruit employees, research salaries and labor market information, and communicate with job trainers.

The HUB Office was established to promote economic opportunities and eliminate barriers for historically underutilized businesses in state government contracting and procurement. HUB’s primary mission is to educate HUB firms and certify them to “do business” with the State of North Carolina. In addition, it encourages purchasing officers and capital project coordinators within the state agencies, departments, universities and community colleges to identify and utilize HUB vendors, contractors and service providers.

The Department of Revenue oversees collection of state business taxes and provides information on changes to tax laws that concern business owners. DOR offers online filing and payment services, as well as an online business registration, which allows business owners to electronically register for an account ID number for income tax withholding, sales and use tax, and machinery and equipment tax.
Public/private nonprofits

North Carolina Biotechnology Center
919-541-9366 • ncbiotech.org

The North Carolina Biotechnology Center is a private, nonprofit corporation established in 1981 as the United States’ first statewide initiative in biotechnology. The center’s primary focus is to strengthen the biotechnology research capabilities of the state’s universities; assist biotechnology business development; educate the public about the science, issues and application of biotechnology; encourage collaborations among the state’s universities, industry and government; and strengthen North Carolina’s national and international leadership in biotechnology.

Regional offices:
Eastern N.C.: 252-329-9881 (Greenville)
Greater Charlotte: 704-487-8963 (Charlotte)
Piedmont Triad: 336-725-6672 (Winston-Salem)
Southeastern N.C.: 910-763-0747 (Wilmington)
Western N.C.: 828-291-1432 (Candler)

N.C. Rural Economic Development Center
919-250-4314 • ncruralcenter.org

The Rural Center’s mission is to develop, promote and implement economic development strategies that improve the quality of life for North Carolinians in the state’s 85 rural counties, with a special focus on individuals with low to moderate incomes and communities with limited resources. Key programs include capital access and microenterprise funding initiatives, entrepreneur and youth business counseling and a leadership development institute.

Council for Entrepreneurial Development
919-549-7500 • cednc.org

The CED provides education, mentoring and capital formation resources to new and existing high-growth entrepreneurs through annual conferences, forums, workshops and programs on entrepreneurial management and finance.

Veteran’s Business Outreach Center
910-672-2683 • fsuvboc.com

The Veterans Business Outreach Center (VBOC) Program is designed to provide entrepreneurial development services such as business training, counseling and resource partner referrals to transitioning service members, veterans, National Guard & Reserve members and military spouses interested in starting or growing a small business. Located at Fayetteville State University, the VBOC serves all of North Carolina.

North Carolina Institute of Minority Economic Development
919-956-8889 • theinstitutenc.org

NCIMED — the only organization of its kind in the country — offers 30 years of experience helping clients harness the power of diversity to achieve business and economic objectives. They bring deep industry knowledge of how to help business owners turn barriers of race, gender and disability into opportunity; companies diversify their supply chains; and communities broaden their business base. NCIMED helps clients focus on three core elements — money, markets and management — to create diverse, globally competitive companies.

Service Corps of Retired Executives
800-634-0245 • score.org

SCORE is a national nonprofit dedicated to helping businesses get started and grow, supported by the U.S. Small Business Administration. Retired business executives provide mentoring, counseling, local workshops, and online webinars to business owners.

Women’s Business Centers — North Carolina
sba.gov/offices/district/nc/charlotte/resources/resources-women-business-owners

The U.S. Small Business Administration provides funding for four WBC in North Carolina in conjunction with local partners including NCIMED. The Support Center and the N.C. Center for Economic Empowerment and Development. WBCs seek to “level the playing field” for women entrepreneurs, who still face unique obstacles in the business world. They provide entrepreneurs (especially women who are economically or socially disadvantaged) comprehensive training and counseling on a variety of topics.

North Carolina Military Business Center
877-245-5520 • ncmbc.us

NCMBC was created to leverage military and other federal business opportunities to expand the economy, grow jobs and improve quality of life in North Carolina. NCMBC’s Business Development Team includes 12 experienced business development and procurement specialists operating from 10 community colleges across the state to identify lucrative federal contract opportunities, notify firms of specific opportunities and help businesses prepare winning proposals. NCMBC also administers the state’s official web portal for federal contracting – www.MatchForce.org.

North Carolina Lawyers for Entrepreneurs Assistance Program
800-662-7407 • ncbarfoundation.org/our-programs/nc-leap/

NC LEAP provides pro bono legal services to low-wealth entrepreneurs who are starting or expanding their businesses in North Carolina. Through one-on-one representation, community education and self-help materials, NC LEAP empowers low-wealth business owners to build businesses in North Carolina that create jobs, improve communities and boost participants out of the poverty cycle. Services range from basic transactional legal needs as struggling entrepreneurs strive to establish their businesses and create jobs, to potential long-term client-counselor relations as their businesses grow.

Economic Development Partnership of North Carolina
919-447-7777 • edpnc.com

In October 2014, the N.C. Department of Commerce entered a contract with a new public-private organization, EDPC, to take the lead in recruiting and marketing functions. EDPC oversees the state’s efforts in business and job recruitment and retention, international trade, and tourism, film and sports development. The partnership fosters collaborations between business and government, and provides a robust analysis of facilities and sites available for relocation.

Business Link North Carolina
800-228-8443 • edpnc.com/start-or-grow-a-business

BLNC is a division of the Economic Development Partnership of North Carolina and offers a central source for consultations, information and referrals. BLNC counselors provide customized license information, employer and business structure forms, referrals to state agencies and state occupational licensing boards, local governments and federal agencies, and contacts for local, state and federal business programs and resources. BLNC business counselors are available to answer questions during regular business hours.
The Small Business Energy Saver program can help you reduce your energy bill by 20 percent, and we'll give you money up front to make energy efficiency upgrades. We’ll pay up to 80 percent of the costs to upgrade your lighting, refrigeration and HVAC system. Some things are really as good as they seem.


Imagine your business improved with our money.
Explore the possibilities.