GREATER BALTIMORE COMMITTEE
Regional business leaders creating a better tomorrow...today.

BRIDGING THE GAP
Achievement Awards

2017 RESOURCE GUIDE
For more than 140 years, BB&T has supported the goals of our clients, friends and neighbors by sharing financial knowledge and guidance. We also support the work of multicultural organizations that broaden our perspectives and strengthen the diverse fabric of our communities. That’s why BB&T is a proud sponsor of the Greater Baltimore Business Committee’s Bridging the Gap Awards. BBT.com

Eric Thompson
Community Business Development Officer
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In 2003 I launched the Greater Baltimore Committee’s Bridging the Gap program with the idea that the organization should assist and recognize minority and women-owned business enterprises (MWBEs) for their vision, commitment and hard work in starting, building and growing successful business ventures in the Greater Baltimore region.

As part of that program, the GBC launched the Annual Bridging the Gap Achievement Awards. The goal: highlight and honor success stories to increase awareness and educate the broader business community of the vital contributions made by minority and women-owned businesses.

Looking back, it is easy to say that during the past 14 years of reviewing nominations and selecting winners for the GBC’s Annual Bridging the Gap Achievement Awards, I have been truly amazed and inspired by these committed and visionary businesses owners. They have worked tirelessly to build companies - some employing just one or two while others have grown to employ dozens or more.

It has also been rewarding to see the partnerships that have been forged between some of our region’s most prominent and successful companies and minority and women-owned businesses to provide valuable products, services and expertise. The GBC strongly supports and promotes this partnering activity. Such partnerships and strategic alliances help MWBEs thrive and grow so they can create new jobs and economic activity. This collaboration only strengthens the regional economy and instills a more attractive and competitive business environment.

Why is it important to the GBC to honor these companies and their owners with achievement awards?

For one, the companies nominated are the fulfillment of these entrepreneurs’ dreams. The business owners serve as invaluable role models for others similarly situated who have their own dreams to start a business one day. The businesses fuel our economy and create important generational wealth.

Also, MWBEs are increasingly the lifeblood of the Maryland economy. Consider this: Maryland is home to nearly 580,000 businesses – more than 70 percent of which are owned by women and minorities, according to the Governor’s Office of Minority Affairs’ 2016 annual report.

The breadth of this diverse economic activity by MWBE’s is earning the Greater Baltimore region and the state accolades as a great place for women and minorities to start and grow a business. It also makes this a very exciting time for the GBC to recognize again this year minority and women-owned businesses that have struggled and succeeded in today’s business ecosystem.

I hope you join me and the GBC in sharing with others, in social and business settings, these inspiring stories. It is critically important that we proclaim far and wide how vital minority inclusion is to the region’s business community and its economy. Such businesses, whether small or large, are truly part of the lifeblood of our economy and contribute greatly to its health, our own business success, and the business reputation of the state and the region.

Donald C. Fry
President & CEO
2017 Bridging the Gap Achievement Award Nominees

Successful minority or women-owned business
Boulevard Contractors Corp.
Brown Rice Korean Grill
Celebrate Us
CUPs Coffeehouse
Diverse Concepts Inc
Edwards and Hill Office Furniture
Fashion Spa House, Inc
Intreegue Design
Maryland Family Network
McKissack and McKissack
Miracles-N-More Salon
Sheilia Lee and Associates Learning Everywhere
Studio 7 The Salon and Spa
Tegeler Source, LLC
The Land of Kush
William and Lanaea C. Featherstone Foundation
Breathe4Sure Pharmacy Solutions, LLC

Partnership/strategic alliance that includes minority or women-owned businesses
Coppin State University, Open Works and PNC Bank
Baltimore City Department of Public Works and Louis Berger Company
Healthy Little Cooks and McCormick & Company Inc.
Maryland Women’s Expo and Kaiser Permanente
Morgan State University and Universities Space Research Association

Majority-owned business demonstrating inclusive business practices
Mutisensor Diagnostic
Southland Industries
Bank of America

President’s Award
HMC Incorporated
Meridian Management Group, Inc.

Johns Hopkins is proud to support
2017 Bridging the Gap Achievement Awards
Thank you to the Greater Baltimore Committee for your continued support of minority businesses throughout the region.
The guest speaker for the Greater Baltimore Committee’s 2017 Bridging the Gap Achievement Awards is Robert L. Wallace. He is an internationally-known entrepreneur, author, business consultant and keynote speaker. With more than 40 years of industry experience spanning engineering, energy, IT and executive consulting, Mr. Wallace leverages his expertise to educate and inspire entrepreneurs, executives and audiences around the world.

Mr. Wallace has leveraged his career experience to establish and lead three companies: BITHGROUP Technologies Inc., an IT service provider; Bithenergy Inc., an energy services company; and through RobertWallace.com, EntreTeach Learning Systems LLC, which offers web-based training for women and minority business owners. Pulling from his real-life experiences and extensive research, Mr. Wallace has published five books on wealth creation, strategic partnerships, emerging markets and entrepreneurship.

Robert L. Wallace is Featured Speaker for Bridging the Gap Achievement Awards

LifeBridge Health proudly recognizes minority- and women-owned businesses and their contributions to our communities.

Visit lifebridgehealth.org/future for more information.
A
s the Director of Small Business Resources at the Maryland Department of Commerce, Sean McEvoy works directly with entrepreneurs to find resources that will help their company thrive. During a recent conversation at the Commerce Department’s offices in Baltimore, McEvoy shared his advice for those looking to launch or expand a small business. The interview has been edited for clarity and length.

Q: How does your office assist business owners?
A: Our role at the Small Business Resource Office is to work with entrepreneurs and small business owners to identify resources that they can use to start or grow their business. We're the in-house experts both internally and externally for all the small business programs that are out there. We deal with all kinds of inquiries – face-to-face, over the phone, and on our website – on everything from issues with state agencies, including procurement and licensing issues, to questions on how to finance a business or where certain resources reside and how to access them. We're highly familiar with all of those resources so if you contact us our folks can direct you to the right person or get you to the right agency.

Q: What are the first steps every new small business owner should take?
A: They should go to Maryland Business Express, our online business registration site. You can register your business, search to see if any other businesses hold the name that you're interested in calling your company, and register your sole-proprietorship, LLC, or incorporated company. It's a one-stop shop.

There are a couple of organizations in the state that can assist with helping you put together a business plan. One is called the Maryland Small Business Development Center. It's a nonprofit organization that gets some of its funding from state and federal resources and they're usually located at universities or community colleges. They provide ongoing, low-cost workshops and classes to entrepreneurs to familiarize them with the tools and practices that can help them successfully manage their business. They're an excellent source for help with a business plan. It's really important to put together the most comprehensive plan you can.

Another good source of assistance is SCORE (Service Corps of Retired Executives). It's a volunteer organization, sponsored by the Small Business Administration, which matches volunteer business management counselors with entrepreneurs that are in need of expert advice. I've seen retired executives from major corporations that are willing to dedicate their free time to people who have business plans and will help them formulate business strategies. There are many chapters throughout the state so look for your local group.

Q: How can businesses maintain a healthy appetite for growth while also monitoring costs?
A: The businesses that I've seen in my personal experience that I feel are really strong are those that have a strong balance between the sales and finance functions. In other words, they have a really strong sales person who understands that money has to be spent in order to generate new revenues and that new markets need to be explored, but then you have someone in that same business, at the same level of competency and status, with financial savvy who can manage costs and ensure that the business has a strong financial base. You have to have that balance between the push and pull of growth and risk, and competent managers who understand and control those functions of the company.

Q: What do business owners need to know about financing their company and its expansion?
A: If you're looking at this from the perspective of an investor or lender, keep in mind that investors and lenders look at things very differently. An investor is looking at “what is the potential of this product – and if it doesn't work out, how I am going to get out of this thing?” while a lender is looking at “can you sell this product and generate enough revenue to pay me back?” If you're going to have a strong financial foundation then it's simple. You have to track your costs, your financial performance using profit-and-loss statements on a quarterly basis and you have to understand how to meet them.

Q: What should more small businesses be doing that they are skipping over?
A: If you're going into business with a partner or a number of partners, I advise that everyone sit down with legal counsel to discuss the roles and responsibilities that each partner will have. If differences arise, you want to sort them out then and there in order to avoid major legal and financial consequences down the road. So many people don't go through that step because it can be a difficult conversation to have but it's better to do it beforehand rather than a few years later once you're already committed.

Article by Brandon Wharton, Greater Baltimore Committee
From Main Street to Your Street

The Baltimore Development Corporation offers programs and resources to help businesses of all sizes grow and thrive in the city. Visit baltimoredevelopment.com for more info on how we can help you.
Successful Entrepreneur’s Advice: Build Relationships, Network, and Connect with Community

Jeffrey Hargrave
Founder & President, Mahogany, Inc.

When Jeff Hargrave launched Mahogany, Inc. in 1991 he spent the majority of his days on the job site. Today, the construction business that he founded and leads has grown to about 65 employees and $12 million in gross annual sales. As he looks to his company’s future expansion, Hargrave is growing a general contracting division that specializes in healthcare construction.

Born and raised in Baltimore, Hargrave enrolled in a carpentry apprentice program which led to full-time employment. Later, he decided to venture out on his own and put to work the lessons he had learned after years of working for others. Hargrave said the decision was partly based on identifying a void for construction work that needed to be filled in the Baltimore area, particularly among minority-owned businesses.

Along the way, he’s come to realize that regardless of the size of a business, work product and economic competitiveness are central to any company’s success.

“No one is giving you work and paying you with money they don’t have. You have to be competitive and really show your value through your work,” Hargrave said.

He also says a key to success is maintaining relationships with everyone involved in a business operation: from the clients the company serves to the banks, accounting firms, and attorneys that the company works with. Hargrave emphasizes the value he has seen from seeking out partner companies that understand not just the business climate in a broad sense, but the specific sectors that his business operates and competes in.

“One of the things we found out early on is that accounting firms, for example, should know your books and your numbers, but they also have to know you,” he said.

Mahogany has benefited from working with financial institutions and law firms, for example, that understand the construction business in particular, Hargrave said. This allows the company to better understand the conditions of his business specifically and provide relevant counsel as he manages and grows the company.

“Whatever industry you’re in, you need advisers who understand that industry,” he said. “Look for the specialty guys.”

Equally important, Hargrave said, is networking and maintaining a visible presence in your community. He attributes much of his success to the relationships that he has cultivated over years of doing business in Baltimore.

The Greater Baltimore Committee recognized the company in 2016 with a Bridging the Gap Achievement Award along with The Whiting-Turner Contracting Company in the Strategic Alliance that includes Minority or Women-Owned Businesses category.

“You have to meet people in order to get to know them,” Hargrave said. “Those are things you have to do to get opportunities in the first place. You never know where a conversation can lead.”

Article by Brandon Wharton, Greater Baltimore Committee
As Founder & Chief Rainmaker of Strategy Horse Consulting Group, Wendy Merrill knows a thing or two about success in the business world. She enjoys a unique vantage point, not only as a business owner herself but also as a professional consultant who helps businesses and organizations grow strategically.

Like many business owners, Merrill had grown frustrated with her career and was eager for change. Her next step was intuitive. She worked to transform a desire to help businesses realize their potential, something she had done for free on the side for years, into a viable business model. Building upon the people-skills she developed while working in the insurance industry, Merrill began building a large network of clients and established a reputation as a growth and leadership adviser.

The market for such a business was readily identifiable. As Merrill puts it, “many companies have not defined their culture, brand, and mission.” As a result, they may experience setbacks in leveraging their products and services to potential consumers. Organizations that have difficulty internally expressing these ideals consequently have similar difficulty expressing them to others. Part of Merrill’s focus is helping them think critically about their vision. Working for her clients is fulfilling, she says, because it allows her to do a job that she’s genuinely passionate about.

Another benefit of starting and running her own business has been the opportunity to work on her own terms and choosing the types of organizations she’d like to do business with. As a business owner with a people-centric clientele, she’s made it a priority to working with organizations that share her values, such as those that give back to the community and hire diverse teams. This, according to Merrill, has been invaluable to her business’s success.

Throughout her professional career, Merrill has also come to realize that one essential factor in attaining success is simply surrounding yourself with those who are similarly committed to your growth.

“You have to have a support network,” Merrill said. Family, close friends and trusted colleagues can make a world of difference, especially for entrepreneurs whose investment in their company’s success is both personal and professional.

The Greater Baltimore Committee recognized Merrill and Strategy Horse in 2016 with its Successful Minority or Women-Owned Business Achievement Award.

“Everyone has to care about what you have to offer.”

Occupying the role of successful businesses owner has allowed Merrill the ability to leverage her expertise to help a wide-range of businesses, such as law firms and financial institutions, develop. As her business expands, she relies on the advice she often gives to clients: expand purposefully.

“The challenge is growing in reach [and] finding new ways to expand my exposure in the right places,” Merrill said.

This dilemma, according to Merrill, is one typically felt by business owners large and small. Ultimately the solution rests with identifying your business’s strengths and having a superior knowledge of your brand – both of which should be clear to anyone who is involved with your organization.

“Everyone,” she said “has to care about what you have to offer.”

Article by Brandon Wharton, Greater Baltimore Committee
Startup Checklist

Starting your business can be an exciting and challenging undertaking. To ensure success it is important for you to be familiar with the basic requirements in Maryland. The following checklist provides a good starting point.

- Select a business structure
- Create and register your business
- Obtain personal property tax information
- Register your business trade name
- Obtain federal, state, county and local tax information
- Check county and local zoning requirements
- Check state and local license requirements
- Obtain and complete your application for a Maryland business license

For detailed information regarding each topic visit commerce.maryland.gov
In the connected economy, there are massive shifts in technology on a near daily basis.

Either you take advantage of these opportunities, or you fall behind.

When every bit and byte counts, you need a connection that reaches farther, performs better and scales faster.

A connection that’s equally powerful at all of your locations, to help keep you well ahead of your competition.

A connection that lets you anticipate instead of react.

At Comcast Business, we’ve built one of the largest IP networks in the country to deliver fast, reliable, consistent performance across your enterprise.

Because business challenges are in front of you, but so are opportunities.

So let’s get moving.

comcastbusiness.com/enterprise
Online Business Registration

Maryland’s online business registration system, Maryland Business Express, allows business owners to easily register new businesses and state tax accounts in just a few days. The system is accessible 24/7 at commerce.maryland.gov/process.

Small Business Networking Resources

Looking for more help in your early stage business planning? Numerous small business development networks are ready to provide advice, support, training, and more to entrepreneurs and small businesses across the state.

Networks

Maryland Small Business Development Center Network (MDSBDC)
mdbusdc.umd.edu
The MDSBDC network provides services to current and prospective small business owners in Maryland. Regional offices provide resources and referral services to assist Maryland businesses develop, expand and compete globally. Services include:

• Free individual, confidential counseling
• Market and industry research
• High-quality training
• Business plan assistance
• Accessing capital

MDSBDC Regional Offices:

Western
Serving Allegany, Frederick, Garrett and Washington counties
marylandsbdc.org/western
888-237-9007

Central
Serving Baltimore City, Anne Arundel, Baltimore & Howard counties
marylandsbdc.org/central
877-421-0830

Northern
Serving Carroll, Cecil and Harford counties
marylandsbdc.org/northern
443-412-2237

Capital
Serving Montgomery and Prince George’s counties
marylandsbdc.org/capital
301-403-0501

Southern
Serving Calvert, Charles and St. Mary’s counties
marylandsbdc.org/southern
301-934-7583
Permits, Licensing and Regulations

Numerous resources are available for information on business licensing and registrations, occupational licenses, taxes and other regulatory and compliance issues.

Maryland Business Express
888-963-EGOV (3468) or maryland.gov/businessexpress
The Maryland Business Express website allows you to:
• Register your new business and form the legal business entity with the Maryland Department of Assessments and Taxation (MDAT)
• Register a business trade name with the MDAT
• Establish your necessary tax accounts with the Comptroller of the Treasury
• Submit your business personal property return filings and order certified copies

All filings through the Express website will be processed by the MDAT within seven business days.

After completing the online registration process, you will receive all the necessary licenses and account numbers for your business. This electronic government service includes a convenience fee for payments processed through this website. Payments can be made using Visa, MasterCard, Discover and American Express.

Department of Assessments and Taxation (MDAT)
888-246-5941 or dat.maryland.gov
Registers companies to do business in Maryland, issues business charters, registers trade names and provides corporate information as well as accepts annual reports/personal property returns.

Maryland Comptroller Taxpayers Assistance Program
410-260-7980 or 1-800-638-2937 or comp.state.md.us
Provides businesses with information about sales, income and withholding taxes.

Procurement and Certification

Business to Government (B2G)
commerce.maryland.gov/b2g
The Maryland Department of Commerce offers resources to assist businesses seeking to work with state and federal government agencies. The resources include a “how-to” guide, state and local resources, contacts, federal and state contracting opportunities, news and events as well as upcoming government contracting events.

Maryland Procurement Technical Assistance Program (PTAP)
301-403-2740 or mdptap.umd.edu
PTAP is a program of the Maryland Small Business and Technology Development Center Network (SBTDC) designed to help small and minority businesses identify, bid on and perform on federal government prime and sub-contracts. Maryland Department of Commerce and the Defense Logistics Agency of the United States Department of Defense fund this program in cooperation with the SBTDC and the University of Maryland, College Park.

Governor’s Office of Minority Affairs (GOMA)
410-767-8232 or goma.maryland.gov
Maryland’s “one-stop shop” for information and support to help women and minority businesses navigate the state’s procurement and certification processes. GOMA acts as ombudsman for more than 200,000 minority and women-owned businesses throughout the entire business lifecycle. GOMA oversees the state’s Minority Business Enterprise (MBE) program for all state agencies.

Maryland Department of Transportation (MDOT)
Minority/ Disadvantaged Business Enterprise Program
410-865-1269 or 800-544-6056 or mdot.state.md.us
MDOT is the uniform certification agency for Maryland. It conducts certification reviews for all state agencies, including MDOT agencies with federal regulatory responsibility, such as the Maryland Aviation Administration, the Maryland State Highway Administration and the Maryland Transit Administration. Companies that receive certification as a Minority Business Enterprise/Disadvantaged Business Enterprise (MBE/DBE) gain greater exposure for work opportunities on state and federally funded projects. The names of all certified firms appear in the MBE/DBE Directory, a reference manual that is widely distributed to all state departments, agencies, local governments, contracting, and business communities and the general public.

Small Business Reserve Program
410-767-1492 or emaryland.buyspeed.com
The Small Business Reserve Program, administered by the Governor’s Office of Minority Affairs through the Department of General Services (DGS), requires state agencies to reserve 10% of the value of their annual procurements for bidding by qualified small businesses as prime contractors. Small business owners may register at the DGS website and click on the Small Business Reserve icon.

eMaryland Marketplace
emaryland.buyspeed.com
Maryland uses web-based eMaryland M@rketplace to create solicitations, accept bids and make awards, and purchase goods through on-line catalogs. Eligible organizations include state agencies, counties, cities, towns, enumerated school districts or any other political subdivision of the state. For additional information or to register, visit the DGS website.
Maryland Department of General Services, Small Business Preference Program
410-767-1492 or dgs.maryland.gov/small_business
The Small Business Preference Program helps ensure that small businesses receive a portion of the state’s total purchases of equipment, materials and supplies. Once a small business is certified, it may participate in the required bidding process. Bids under this program are solicited from small and regular bidders.

United States Small Business Administration
Business Development Program
1-800-827-5722 or sba.gov/8abd
The SBA [8(a)] Program assists minority businesses by improving their ability to compete on an equal basis in the mainstream of the American economy. The program uses one-on-one counseling and training workshops, offers assistance in expanding into contracting activity with the federal government and provides information on the process of meeting financial and bonding needs. To participate, a business must be at least 51% owned and operated by an individual certified as socially and economically disadvantaged and must have been in existence two full years before applying.

Technology Development
Maryland Technology Development Corporation (TEDCO)
410-740-9442 or 800-305-5556 or tedco.md
TEDCO facilitates the transfer of technology from university and federal laboratories to the private sector. TEDCO’s funding programs support collaborative research and product development, accelerating the growth of emerging technology companies in critical and high-growth sectors.

Maryland Industrial Partnerships Program (MIPS)
301-405-3891 or mips.umd.edu
MIPS provides matching state funds for joint industry/university research and development projects in engineering, computer technology, physical sciences and life sciences. Maryland Department of Commerce 14 provides funding to the University of Maryland’s engineering research center to support departmental projects.

University of Maryland Technology Advancement Program (TAP)
301-314-7805 or tap.umd.edu
TAP is a leading incubator that assists early-stage companies in achieving their goals. TAP provides a unique bundle of services and resources to speed the maturation of young firms, ranging from intense mentoring and funding introductions to extensive technical resources and a low-cost infrastructure.

Maryland Technology Enterprise Institute (MTECH), Bioprocess Scale-Up Facility
301-405-3906 or mtech.umd.edu
The Bioprocess Scale-Up Facility (BSF) is MTECH’s modern bioprocessing laboratory dedicated to the development and scale-up of biotechnology products and processes. The BSF has helped accelerate the R&D of local biotechnology leaders as well as assist Maryland biotech startups throughout the state.

Export Assistance
The Maryland Department of Commerce Office of International Investment and Trade (OIIT)
410-767-6300 or commerce.maryland.gov/exports
OIIT offers export assistance for small and mid-sized Maryland businesses.

Whiting-Turner
applauds the
Greater Baltimore Committee
for their efforts in strengthening minority businesses.

Congratulations to all 2017 nominees and winners of the Bridging the Gap Achievement Awards
companies and coordinates international trade and investment missions and trade show opportunities for Maryland companies.

**Export MD**
Maryland companies that receive an Export MD Award are eligible to be reimbursed for up to $5,000 in expenses associated with an international marketing initiative.

**Employee Health Care Insurance**
Maryland Health Connection Exchange (MHCE) — Small Business Health Options Program
855-642-8572
marylandhealthconnection.gov/business-owners
MHCE is the state’s official health insurance marketplace where businesses, with 50 or fewer fulltime-equivalent employees, can compare and enroll their employees for health insurance coverage using the Small Business Health Options Program (SHOP).

In addition, the Small Business Health Care Tax Credit is available for plans purchased through the MHCE and may be claimed for any two consecutive years beginning in 2014. Small businesses will still be able to deduct any premium costs not covered by the tax credit. If you are a qualifying small business, up to 50% of your contribution to employee premiums (or 35% if a tax-exempt small employer) may be covered by the tax credit.

**Capital Resources**
The Maryland Department of Commerce provides specialized finance programs and tax credit incentives for entrepreneurs, veteran-owned businesses and small, minority and women-owned businesses offering assistance with a variety of needs including:
- Modernization of manufacturing equipment
- Land acquisition and infrastructure improvements
- Machinery and equipment purchase
- Development of commercial opportunities
- Financing for the economically disadvantaged

To learn more about the programs below call the Department’s Office of Finance Programs at 877-821-0099 to help determine your eligibility for certain programs or visit commerce.maryland.gov/fund.

**Small, Minority and Women-Owned**

**Business Account-Video Lottery Terminal Fund (VLT)**
Created with the small business owner in mind, the State’s VLT fund uses proceeds from Maryland’s casinos to assist small, minority, and women-owned businesses located in targeted areas surrounding five Maryland casinos: Maryland Live in Anne Arundel County; Hollywood Casino Perryville in Cecil County; Rocky Gap in Allegany County; Ocean Downs in 16 Worcester County and Horseshoe Casino in Baltimore City. At least 50% of the VLT allocations will support small, minority and women-owned businesses located within a 10-mile radius of the casinos. The other 50% will be available to small, minority and women-owned businesses located throughout Maryland. To identify the VLT Fund Manager in your area go to: commerce.maryland.gov/vlt.

**Military Personneld & Veteran-Owned Small Business Loan Program**
MPVSB LP provides no-interest loans of up to $50,000, from one to eight years, for businesses owned by military reservists, veterans, National Guard personnel and for small businesses that employ, or are owned by, such persons.

**Maryland Small Business Development Financing Authority**
Provides financing for small businesses that are not able to qualify for financing from private lending institutions or are owned by socially and economically disadvantaged persons.

**Maryland Economic Development Assistance Authority Fund**
A flexible, broad-based program providing below market, fixed rate direct assistance to growth industry sector businesses, locating or expanding in Priority Funding Areas of the state. Funding for special purpose programs include arts and entertainment, brownfields, child care centers and seafood and aquaculture.

**Maryland Industrial Development Financing Authority (MIDFA)**
Encourages private sector financing in economic development projects located in Priority Funding Areas. MIDFA can be used for land acquisition, building acquisition, construction costs, machinery and equipment, furniture and fixtures, leasehold improvements, certain eligible “soft costs,” energy-related projects and working capital.

**Maryland Economic Adjustment Fund**
Assists business entities in the state with modernization of manufacturing operations, development of commercial applications for technology, and exploring and entering new markets.

Source: All resources listed are from the Maryland Small Business & Entrepreneur Resource Guide, produced by the Maryland Department of Commerce.

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**Get Your Tickets Now!**

**43rd Annual Mayor’s Business Recognition Awards Luncheon**
December 6, 2017 • 11:30 a.m. to 1:30 p.m.
Renaissance Baltimore Harborplace Hotel
202 East Pratt Street, Baltimore, MD 21202

For sponsorship or ticket information, contact Lisa Byrd. 410-727-2820, ext 40 or lisab@gbc.org
By tickets online: gbc.org/register-for-events

GREATER BALTIMORE COMMITTEE
Bridging the Gap is an initiative of the Greater Baltimore Committee designed to advance the business culture of the Greater Baltimore region by fostering an atmosphere in which majority, minority and women-owned businesses can form mutually beneficial strategic partnerships.

The Bridging the Gap Initiative relates directly to the GBC’s mission of improving the business climate of the Greater Baltimore region by organizing its corporate and civic leadership to develop solutions to the problems that affect the region’s competitiveness and viability.

The region’s competitiveness would receive a significant boost if full participation of MWBEs in the regional economy were achieved. A study conducted by the Sage Policy Group found that fully engaging MWBEs in the region’s economy would generate as much as $5 billion of additional sales revenue and 32,000 new jobs.

Top Goals

• Nurture the creation of legacy wealth among minority and woman-owned businesses (MWBEs) by broadening business prospects that are available to them.
• Communicate the business case for minority inclusion and development to the region’s larger business community.
• Provide training opportunities that enhance capabilities within the minority and woman-owned business community to enable successful participation in partnership opportunities.
• Recognize minority or women-owned business success and growth.
Without a Heart, it’s just a machine.

So in 1971, a little Heart built a different kind of airline—tone that made sure everyone could fly.

Everyone has important places to go. So we invented low-fares to help them get there.

Here, we think everyone deserves to feel special, no matter where you sit or how much you fly.

And with all the places we’re going next, we’ll always put you first, because our love of People is still our most powerful fuel.

Some say we do things differently.

We say, why would we do things any other way?

Without a Heart, it’s just a machine.

Southwest Airlines® is the official airline and proud supporter of the GBC 2017 Bridging the Gap Awards. Congratulations to all the awardees!
The Greater Baltimore Committee Congratulates All Bridging the Gap Award Nominees and Winners!

For GBC Membership Information
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For GBC Event Sponsorships and Information
Contact: Lisa Byrd at 410-727-2820, ext. 40
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GREATER BALTIMORE COMMITTEE
Regional business leaders creating a better tomorrow...today.