



U.S. Small Business
Administration

LUBBOCK-WEST TEXAS
EDITION EDITION 2019- 2020

Small Business

RESOURCE GUIDE

How to Grow Your BUSINESS in West Texas

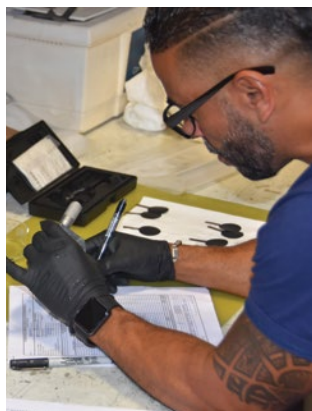




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ON THE COVER Angelita Dell Castillo, photo courtesy of West Texas Canine Bakery, dba Three Dog Bakery



Let us help give voice to your story.

SCOPE OF SERVICES



Brand Voice

Articles

Blogs

Website Content

Social Media Posts

Email Content

Brochures

Catalogs

Visitor Guides

Books

Copywriting

Photography

Videos

We have all heard the phrase “content is king.” Creating rich, engaging, and inspiring content differentiates your brand in the marketplace. But who has time to focus on anything other than running their business?

Narrative works with you to develop the tools to tell your story across all media platforms. Powerful and authentic storytelling helps you stand out. It inspires action. It creates an emotional impact and forges enduring relationships. It separates you from the competition.



NARRATIVE

— BY NEW SOUTH MEDIA —

To schedule a meeting or to learn more, contact Buddy Butler at buddy@newsouthmediainc.com or call 304.615.9884.

Small
businesses
power our
economy.

The SBA
powers
small
businesses.

Whether you dream of transforming your business idea into a thriving company, growing your customer base, or expanding into new markets or locations, the SBA is here for you. We offer programs, expertise, and access to capital that will empower you to take your small business to the next level of success.

Stop by your local SBA office or visit [SBA.gov](https://www.sba.gov) to learn how you can move your business forward with confidence.



U.S. Small Business
Administration

Advertise your company here.

Reach an unparalleled
audience of
small business owners
with the
U.S. Small Business
Administration's
*Small Business
Resource Guide.*

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@SBA_LWT

District Director Letter

Welcome to the 2019-2020 edition of the U.S. Small Business Administration's Lubbock-West Texas District's *Small Business Resource Guide*. The SBA strives to strengthen our national, state, and local economies through supporting and advocating for America's small businesses. The SBA is the only federal agency dedicated to helping our nation's 30 million small businesses start, grow, expand, and recover after a disaster. The Lubbock district works with our extensive network of business partners, advisers, and lenders to serve the West Texas small business community at every stage of development.

The district is spread over 71 counties and 67,676 square miles, including the major market areas of Lubbock, Amarillo, Abilene, and Midland/Odessa. There are nearly 130,000 small businesses within our area, with a population of about 1.6 million. Last year, the SBA and our partner network empowered our local small businesses by:

- Providing training, free counseling, and mentoring directly or through our SBA Resource Partners, which includes the Northwest Texas Small Business Development Centers, SCORE chapters, and our Veterans Business Outreach Center, all powered by the SBA.
- Providing access to over \$120 million in SBA-guaranteed loans through our 53 SBA Lenders and other participating lenders. The small businesses that secured this funding then created thousands of new jobs, purchased needed equipment, or bought/renovated facilities.
- Connecting local small businesses to \$ 2.2 billion in federal contracts.

Economic success in rural America is good for all Americans. The SBA has partnered with the U.S. Department of Agriculture to better serve America's rural communities. We are counseling rural small businesses so they can better seek capital and federal contracting opportunities.

This resource guide provides you with information you need to power your dream of starting, growing, or expanding your small business in West Texas. Stay up to date on SBA events near you and get valuable Lubbock-West Texas business information by following us @SBA_LWT. Register for email updates at **sba.gov/updates**.

Sincerely,



Calvin O. Davis
District Director
SBA Lubbock-West Texas District Office



District Director

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kim.voss@sba.gov

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jennifer.oldham@sba.gov

Business Opportunity Specialist

Matthew Jock
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matthew.jock@sba.gov

LOCAL BUSINESS ASSISTANCE

Bitten by the Business Bug

How SBA-backed loans helped one woman turn a flagging pest control business into an ever-expanding enterprise.

WRITTEN BY ZACK HAROLD



Rebbecca Fyffe first worked at ABC Humane Wildlife Control & Prevention Inc., a pest control business in suburban Chicago, Illinois, for a college summer job. She was on a different career path when she got a call from her old employer. The president of ABC needed to take a medical sabbatical, and the company wanted Fyffe to take over in his absence. Fyffe had studied public policy, pre-law, and epidemiology in addition to university-level research on pesticides. Not content with just keeping the seat warm, Fyffe began making improvements to the company's operations during her year at the helm. "Because of that I was made CEO," she says. That was in 2001. Fyffe was just 25 years old, the youngest pest control company CEO in the nation and one of only a few women in a business dominated by men.

She continued to look for ways to grow the company. At the time, ABC focused its efforts solely on nuisance wildlife control. Fyffe saw a lucrative opportunity in urban bird management. She had long been concerned about pigeons. Growing up, one of her young cousins contracted encephalitis from pigeon droppings, which led to epilepsy, blindness, and eventually death. Fyffe studied the birds and how to mitigate their threat, which brought her to the conclusion that improvements could be made in urban pigeon control. She found more effective solutions were needed to make the mitigation material more durable for city use. Fyffe knew she could do better, but to get the new venture off the ground, ABC needed to borrow money to invest in training, equipment, and insurance. The company was hesitant to take on the financial risk, so Fyffe offered an alternative solution: allow her to launch a new company that would specialize in pigeon management. She would run that company in addition to her duties at ABC.

She launched Landmark Pest Management in 2010 with four employees. Fyffe still needed to borrow money, which would be more difficult now that she didn't have an established business standing behind her. Thanks to workshops hosted by the SBA-supported Women's Business Development Center, Fyffe applied for an SBA-backed 7(a) loan through Chase Bank. A conventional loan would have allowed her to mortgage the warehouse facility she needed, but nothing more.

"We would have maxed out our ability to borrow," Fyffe says. "That would not have worked for our business." Because of SBA backing, Chase was willing to offer Fyffe a larger line of credit, which allowed her to get the warehouse as well as the uniforms, tools, and materials she needed. "We couldn't have done it without the SBA," she says.

Landmark established its reputation from its first contract, installing netting on a bridge project in Chicago. This bridge became the Chicago Transit Authority's showpiece for bird control. Within two years, Landmark was one of the main companies providing bird deterrent systems in Chicago. Fyffe used the money she made to purchase ABC and merge the two companies in 2012.



LANDMARK PEST MANAGEMENT



LANDMARK PEST MANAGEMENT

“

We couldn't have done it without the SBA.”

Rebecca Fyffe

Founder

Landmark Pest Management

The company has grown to 85 employees with 50 trucks on the road every day, working alongside the biggest construction firms in the country. Still, Fyffe challenges herself by finding ways to expand the company. In addition to its work in Illinois, Landmark does business in Michigan, Indiana, and Missouri. Fyffe is considering expansion to California and New York.

Landmark has continued to use its science-based methodology and proprietary technology to expand its offerings. The company is a leader in bedbug science, pioneering a special DNA test to detect infestations with a relatively small sample. Fyffe's team is also testing a new nontoxic fungi spore that could be used to kill the pests. The company's fastest growing sector is food production applications. Inspectors shut down factories if they find a pest, even if the animal has already been caught in a trap. Fyffe's company developed a trap that is equipped with sensors that allow Landmark to dispatch technicians as soon as a pest is captured. Although Fyffe has used conventional loans for these expansions, she credits her first SBA-backed loan and her Women's Business Development Center guidance with teaching her how to craft a growth plan and pitch ideas to lenders.

“We might not have been able to access that without the SBA,” she says.

SBA Resource Partners

No matter your industry, location, or experience, if you have a dream, the SBA is here to help you realize it. Our SBA Resource Partners extend our reach, offering free or low-cost mentoring, counseling, and training to help you start-up and thrive at all stages of the business life cycle.

There are more than

300 SCORE chapters

980 Small Business Development Centers

100 Women's Business Centers

20 Veterans Business Outreach Centers

SCORE

Join the ranks of other business owners who have experienced higher revenues and increased growth thanks to SCORE, the nation's largest network of volunteer business mentors. These business executives share real-world knowledge for no cost and to fit your busy schedule. SCORE mentors are available as often as you need, in person, via email or over video chat. Visit sba.gov/score to start working on your business goals.

SMALL BUSINESS DEVELOPMENT CENTERS

Realize your dream of business ownership and then remain competitive in an ever-changing global economy with assistance from your local SBDC. Access free or low-cost one-on-one counseling and training on topics like marketing, regulatory compliance, technology development, and international trade. Connect with an SBDC adviser at sba.gov/sbdc.

WOMEN'S BUSINESS CENTERS

Women entrepreneurs receive essential business training from this national network of community-based centers. Each center tailors its services to help you navigate the challenges women often face when starting or growing their business. For your nearest Women's Business Center, visit sba.gov/women.

VETERANS BUSINESS OUTREACH CENTERS

Veteran and military entrepreneurs receive business training, counseling and mentoring, and referrals to other SBA Resource Partners at a Veterans Business Outreach Center, sba.gov/vboc. These are also the places to receive procurement guidance, which can help your business better compete for government contracts. VBOCs also serve active duty service members, National Guard or Reserve members, veterans of any era, and military spouses.

Our Local SBA Resource Partners

SBA's Resource Partners are independent organizations funded through SBA cooperative agreements or grants.

SCORE

Visit sba.gov/score to start working on your business goals.

Lubbock Chapter

1205 Texas Ave., room 408
(806) 472-7472

Northwest Texas Small Business Development Centers

State Office

State Director Judy Wilhelm
Spectrum Plaza
2579 S. Loop 289, suite 210
Lubbock
(806) 745-3973
j.wilhelm@nwtusbdc.org

Texas Tech University SBDC @ Lubbock

Regional Director Randy Burch
2579 S. Loop 289
Lubbock
(806) 745-1637
r.burch@ttusbdc.org
ttusbdc.org/lubbock

Midwestern State University SBDC

Regional Director Vanda Cullar
3410 Taft Blvd.
Wichita Falls
(940) 397-4373
vanda.cullar@mwsu.edu
msusbdc.org



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

Texas Tech University SBDC @ Abilene

Interim Assistant Regional Director
Becky Green
749 Gateway, suite 301, building C
Abilene
(325) 670-0300
b.green@ttusbdc.org
ttusbdc.org/abilene

Tarleton State University SBDC

Interim Regional Director Amy Wright
Brownwood Chamber of Commerce
600 E. Depot, second floor
Brownwood
(325) 646-7299
awright@tarleton.edu
tsusbdc.org

University of Texas Permian Basin SBDC

Interim Regional Director Michael Crain
1400 N. FM Road 1788
Midland
(432) 552-2455
crain_m@utpb.edu
sbdc@utpb.edu
utpbsbdc.org

West Texas A&M University SBDC

Regional Director Gina Woodward
720 S. Tyler
Amarillo
(806) 651-5151
gina@wtsbdc.com
smallbusinessdevelopmentcenter.com

Women's Business Centers

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

Business Investment Growth Inc.

CEO/President
Stephanie Douglass
5407 N. I-35, suite 200
Austin
(512) 928-8010
Fax (512) 926-2997
info@bigaustin.org

LiftFund Women's Business Center

Director Margot Slosson
600 Soledad St.
San Antonio
(210) 587-9575
wbc@liftfund.com

Women's Business Border Center

Project Manager
Mary Aldeis
2401 E. Missouri Ave.
El Paso
(915) 566-406
Fax (915) 566-9714
womenbordercenter.com/contact-us



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

Veterans Business Outreach Center

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

West Texas District Office

1205 Texas Ave., room 408
Lubbock
Veterans Business
Development Officer
Reynald Lops
(806) 472-7502
Fax (806) 472-7487
reynald.lops@sba.gov



Your Advocates

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

To report how a proposed federal regulation could unfairly affect you, find your regional SBA advocate at **sba.gov/advocacy**.

To submit a comment about how your business has been hurt by an existing regulation, visit **sba.gov/ombudsman/comments**

Advocacy

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

Your advocate helps with these small business issues:

- » if your business could be negatively affected by regulations proposed by the government
- » if you have contracting issues with a federal agency

- » when you need economic and small business statistics

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

Ombudsman

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

The ombudsman's office helps you:

- » resolve regulatory disputes with federal agencies
- » reduce unfair penalties and fines

- » seek remedies when rules are inconsistently applied
- » recover payment for services done by government contractors

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

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



An SBA-backed 504 Certified Development Company Loan helped Bahama Buck's Franchise Corp. purchase and remodel its Lubbock headquarters. President/CEO Blake Buchanan has taken the shaved ice beverage business across the country with 110 franchises nationwide and in Puerto Rico.

COURTESY OF THE BAHAMA BUCK'S

How to Start a Business in West Texas

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

The Startup Logistics

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

Market Research

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

Business License & Zoning

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

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.

» Abilene

Taylor County Clerk
(325) 674-1202

» Amarillo

Potter County Clerk
(806) 379-2275



COURTESY OF JAMES RENEAU SEED CO.

Thanks to SBA assistance, one West Texas seed company has taken its product international. Patricia Reneau Arnold, president/owner of James Reneau Seed Co., took the company over in 2014 and has expanded it abroad. The company was started by her father in 1958. James Reneau received an SBA disaster assistance loan in 1978—saving the business from economic ruin during a tough time in the agricultural market.

» Lubbock

County Clerk
(806) 775-1076

» Midland

County Clerk, County Courthouse
(432) 688-4401

» Odessa

County Courthouse
(432) 498-4130

Taxes

As a business owner, you should know your federal tax responsibilities and make some basic business decisions to comply with certain tax requirements. The IRS Small Business and Self-Employed Tax Center, go.usa.gov/xPxYR, offers information on a variety of topics including: obtaining an Employer Identification Number, paying and filing income tax, virtual workshops, forms, and publications.

Whether you are a new or an experienced business owner, there are new tax law changes that may affect your business. As the IRS works to implement the Tax Cuts and Jobs Act, signed into law December 2017, you can access the latest information on irs.gov/tax-reform to better understand the new tax law implications and how they affect your bottom line.

» Tax Assistance Centers

Abilene
341 Pine St., room 2301
(325) 676-5709

Amarillo

7201 W. Interstate 40
(806) 359-2160

Lubbock

1205 Texas Ave.
(806) 401-8891

Midland

1004 N. Big Spring
(432) 686-9977

» State Taxes

Abilene

1 Village Drive, suite 250
(325) 695-4323

Amarillo

7120 I-40 West, suite 220, building-A
(806) 358-0148

Lubbock

5012 50th St., suite 202
(806) 796-7772

Odessa

4682 E. University Blvd., suite 200
(432) 550-3027

Social Security

If you have any employees, including officers of a corporation but not the sole proprietor or partners, you must make periodic

payments, and/or file quarterly reports about payroll taxes and other mandatory deductions. You can contact the IRS or the Social Security Administration for information, assistance and forms, [socialsecurity.gov/employer](https://www.socialsecurity.gov/employer) or (800) 772-1213. You can file W-2s online or verify job seekers through the Social Security Number Verification Service.

Employment Eligibility Verification

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

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

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.

Health & Safety

» Health permits

Abilene
555 Walnut St.
(325) 692-5600

Amarillo
1000 Martin Road
(806) 378-3000

Lubbock
806 18th St.
(806) 775-2933

Midland
3303 W. Illinois, space 22
(432) 681-7613

Odessa
411 W. Eighth St.
(432) 335-3200

All businesses with employees are required to comply with state and federal regulations regarding the protection of employees. The Occupational Safety and Health Administration provide information on the specific health and safety standards used by the U.S. Department of Labor, (800) 321-6742 or visit [osha.gov](https://www.osha.gov).

» Texas Workforce Commission

Abilene
500 Chestnut St., 11th floor
(325) 795-4200

Amarillo
1206 SW Seventh Ave.
(806) 372-5521

Lubbock
1218 14th St.
(806) 765-5038

Odessa
2626 JBS Parkway, building D
(432) 367-3332

Environmental Regulations

State assistance is available for small businesses that must comply with environmental regulations under the Clean Air Act. State Small Business Environmental Assistance programs provide free, confidential assistance to help small business owners understand and comply with complex environmental regulations and permitting requirements. These state programs can help businesses reduce emissions at the source, often reducing regulatory burden and saving you money. To learn more about these free services, visit nationalsbeap.org/states/list.

Disability Compliance

For assistance with the Americans with Disabilities Act call (800) 669-3362 or visit ada.gov.

Child Support

Employers are essential to the success of the child support program and are responsible for collecting 75 percent of support nationwide through payroll deductions. The Office of Child Support Enforcement at Health and Human Services offers employers step-by-step instructions for processing income withholding orders for child support. "A Guide to an Employer's Role in the Child Support Program" is available at the Office of Child Support Enforcement's website at acf.hhs.gov/programs/css/employer-responsibilities. You can also find information about other employer responsibilities and tools that can make meeting those responsibilities easier, such as electronic income withholding orders and the Child Support Portal. Send questions to employerservices@acf.hhs.gov.

» Child support enforcement offices

Abilene
3444 N. First St., suite 300
(325) 672-4480

Amarillo
301 S. Polk St., suite 200
(806) 376-4471

Lubbock
4630 50th St., suite 200
(806) 775-1355

Midland
24 Smith Road, suite 300
(432) 520-0481

Odessa
6005 Eastridge Road, suite 200
(432) 498-4299



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

Intellectual Property

Patents, trademarks, and copyrights are types of intellectual property that serve to protect creations and innovations. Intellectual property may be valuable assets for small businesses and entrepreneurs, and are important to consider in the development of any business plan.

Patents and Trademarks

For information and resources about U.S. patents and federally registered trademarks: Visit [uspto.gov](https://www.uspto.gov) or call the U.S. Patent and Trademark Office Help Center at (800) 786-9199. The Texas Regional Office in Dallas, Texas, serves Alabama, Arkansas, Louisiana, Mississippi, New Mexico, Oklahoma, Tennessee, and Texas, [uspto.gov/texas](https://www.uspto.gov/texas).

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

There are three types of patents:

- Utility patents may be granted to anyone who invents or discovers any new and useful process, machine, manufacture, or composition of matter, or any new and useful improvement.
- Design patents may be granted to anyone who invents a new, original, and ornamental design for an article of manufacture.
- Plant patents may be granted to anyone who invents or discovers and asexually reproduces any distinct and new variety of plant,

other than a tuber propagated plant or a plant found in an uncultivated state. For information visit [uspto.gov/inventors](https://www.uspto.gov/inventors).

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

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

» State Trademarks

Texas Tech University Library
(806) 834-2632

Copyrights

Copyrights protect original works of authorship, including literary, dramatic, musical and artistic, and certain other intellectual works. Copyrights do not protect facts, ideas, and systems, although it may protect the way these are expressed. For general information contact:

» U.S. Copyright Office

U.S. Library of Congress
James Madison Memorial Building
101 Independence Ave. Southeast, Washington, DC
(202) 707-3000 or toll free (877) 476-0778
[copyright.gov](https://www.copyright.gov)

Chambers of Commerce

Abilene

(325) 677-7241

abilenechamber.com

Abilene Hispanic Chamber

(915) 672-7074

Abilene Black Chamber

(325) 672-7950

abileneblackchamber.com

Amarillo

(806) 373-7800

chamber@amarillo-chamber.org

Andrews

(432) 523-2375

andrewstex.com

Ballinger

(325) 365-2333

ballingerareachamber@aol.com

Big Lake

(325) 884-2980

biglakechamber.org

Big Spring area

(432) 263-7641

bigspringchamber.com

Borger

(806) 274-2211

borgerchamber@att.net

Brownfield

(806) 637-2564

brownfieldchamber.com

Canadian Texas

(806) 323-3234

chamber@canadiantx.com

Canyon

(806) 655-7815

info@canyonchamber.org

Childress

(940) 937-2567

cityofchildress.com/chamber-of-commerce

Clarendon

(806) 874-2421

clarendonchambers.com

Crane County

(432) 558-2311

cranechamber.net

Colorado City area

(325) 728-3403

ccitychamber@gmail.com



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

Dalhart area

(806) 244-5646

dalhart.org

Dumas & Moore

(806) 935-2123

dumaschamber.com

Lamesa

(806) 872-2181

lamesachamber.org

Levelland

dhudson@levelland.com

Lubbock

(806) 761-7000

info@lubbockbiz.org

McCamey

(432) 652-8202

Midland

(432) 683-3381

info@midlandtxchamber.org

Midland Hispanic Chamber

(432) 704-5533

midlandhcc.com

Motley County

chamberofcommerce.com/matador-tx

Odessa

(432) 332-9111

comspec@odessachamber.org

Odessa Black Chamber of the Permian Basin

432-332-5812

odessablackchamber.com

Odessa Hispanic Chamber

(432) 339-6422

odessahcc.org

Oldham County

(806) 267-2828

oldhamcofc.org

Pampa

(806) 669-3241

pampachamber.com

Perryton-Ochiltree

(806) 435-6575

ptnchamber@gmail.com

Plainview

plainviewchambertexas.com

Post

(806) 495-3461

postcitytexas.com

Quanah

(940) 663-2222

quanahcoc@cebridge.net

Seminole

(915) 758-2352

seminoletxchamber.org

Slaton

(806) 828-6238

slatoncoc@sbcglobal.net

Stanton

(915) 756-3386

chamber@co.martin.tx.us

Write your Business Plan

Your business plan is the foundation of your business. Learn how to write a business plan quickly and efficiently with a business plan template.



Business plans help you run your business

A good business plan guides you through each stage of starting and managing your business. You'll use your business plan as a roadmap for how to structure, run, and grow your new business. It's a way to think through the key elements of your business.

Business plans can help you get funding or bring on new business partners. Investors want to feel confident they'll see a return on their investment. Your business plan is the tool you'll use to convince people that working with you—or investing in your company—is a smart choice.

Pick a business plan format that works for you

- There's no right or wrong way to write a business plan. What's important is that your plan meets your needs.
- Most business plans fall into one of two common categories: traditional or lean startup.
- **Traditional business plans** are more common, use a standard structure, and encourage you to go into detail in each section. They tend to require more work upfront and can be dozens of pages long.
- **Lean startup business plans** are less common but still use a standard structure. They focus on summarizing only the most important points of the key elements of your plan. They can take as little as one hour to make and are typically only one page.

Which business plan format is right for you?



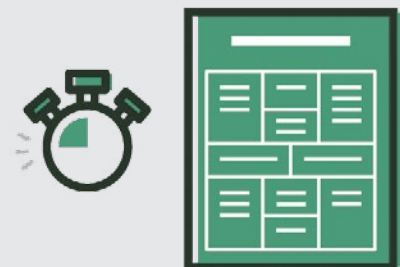
Traditional Business Plan

- This type of plan is very detailed, takes more time to write, and is comprehensive.
- Lenders and investors commonly request this plan.



Lean Startup Plan

- This type of plan is high-level focus, fast to write, and contains key elements only.
- Some lenders and investors may ask for more information.



TRADITIONAL BUSINESS PLAN FORMAT

You might prefer a traditional business plan format if you're very detail oriented, want a comprehensive plan, or plan to request financing from traditional sources.

When you write your business plan, you don't have to stick to the exact business plan outline. Instead, use the sections that make the most sense for your business and your needs. Traditional business plans use some combination of these nine sections.

Executive Summary

Briefly tell your reader what your company is and why it will be successful. Include your mission statement, your product or service, and basic information about your company's leadership team, employees, and location. You should also include financial information and high-level growth plans if you plan to ask for financing.

Company Description

Use your company description to provide detailed information about your company. Go into detail about the problems your business solves. Be specific, and list out the consumers, organization, or businesses your company plans to serve.

Explain the competitive advantages that will make your business a success. Are there experts on your team? Have you found the perfect location for your store? Your company description is the place to boast about your strengths.

Market Analysis

You'll need a good understanding of your industry outlook and target market. Competitive research will show you what other businesses are doing and what their strengths are. In your market research, look for trends and themes. What do successful competitors do? Why does it work? Can you do it better? Now's the time to answer these questions.

Organization and Management

Tell your reader how your company will be structured and who will run it.

Describe the legal structure of your business. State whether you have or intend to incorporate your business as a C or an S corporation, form a general or limited partnership, or if you're a sole proprietor or LLC.

Use an organizational chart to lay out who's in charge of what in your company. Show how each person's unique experience will contribute to the success of your venture. Consider including resumes or CVs of key members of your team.

Service or Product Line

Describe what you sell or what service you offer. Explain how it benefits your customers and what the product lifecycle looks like. Share your plans for intellectual property, like copyright or patent filings. If you're doing research and development for your service or product, explain it in detail.

Marketing and Sales

There's no single way to approach a marketing strategy. Your strategy should evolve and change to fit your unique needs.

Your goal in this section is to describe how you'll attract and retain customers. You'll also describe how a sale will actually happen.

You'll refer to this section later when you make financial projections, so make sure to thoroughly describe your complete marketing and sales strategies.

Funding Request

If you're asking for funding, this is where you'll outline your funding requirements. Your goal is to clearly explain how much funding you'll need over the next five years and what you'll use it for.

Specify whether you want debt or equity, the terms you'd like applied, and the length of time your request will cover. Give a detailed description of how you'll use your funds. Specify if you need funds to buy equipment or materials, pay salaries, or cover specific bills until revenue increases. Always include a description of your future strategic financial plans, like paying off debt or selling your business.

Financial Projections

Supplement your funding request with financial projections. Your goal is to convince the reader that your business is stable and will be a financial success.

If your business is already established, include income statements, balance sheets, and cash flow statements for the last three to five years. If you have other collateral you could put against a loan, make sure to list it now.

Provide a prospective financial outlook for the next five years. Include forecasted income statements, balance sheets, cash flow statements, and capital expenditure budgets. For the first year, be even more specific and use quarterly—or even monthly—projections. Make sure to clearly explain your projections, and match them to your funding requests.

This is a great place to use graphs and charts to tell the financial story of your business.

Appendix

Use your appendix to provide supporting documents or other materials that were specially requested. Common items to include are credit histories, resumes, product pictures, letters of reference, licenses, permits, patents, legal documents, and other contracts.

TRADITIONAL BUSINESS PLAN CHECKLIST

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

LEAN STARTUP PLAN FORMAT

You might prefer a lean startup format if you want to explain or start your business quickly, your business is relatively simple, or you plan to regularly change and refine your business plan.

Lean startup formats are charts that use only a handful of elements to describe your company's value proposition, infrastructure, customers, and finances. They're useful for visualizing tradeoffs and fundamental facts about your company.

There are many versions of lean startup templates, but one of the oldest and most well known is the Business Model Canvas, developed by Alex Osterwalder. You can search the web to find free templates of the Business Model Canvas, or other versions, to build your business plan.

We'll discuss the nine components of the Business Model Canvas version here.

Key Partnerships

Note the other businesses or services you'll work with to run your business. Think about suppliers, manufacturers, subcontractors and similar strategic partners.

Key Activities

List the ways your business will gain a competitive advantage. Highlight things like selling direct to consumers or using technology to tap into the sharing economy.

Key Resources

List any resource you'll leverage to create value for your customer. Your most important assets could include staff, capital, or intellectual property. Don't forget to leverage business resources that might be available to women, veterans, Native Americans, and HUBZone-certified businesses.

Value Proposition

Make a clear and compelling statement about the unique value your company brings to the market.

Customer Relationships

Describe how customers will interact with your business. Is it automated or personal? In person or online? Think through the customer experience from start to finish.

Customer Segments

Be specific when you name your target market. Your business won't be for everybody, so it's important to have a clear sense of who your business will serve.

Channels

List the most important ways you'll talk to your customers. Most businesses use a mix of channels and optimize them over time.

Cost Structure

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

Revenue Streams

Explain how your company will actually make money. Some examples are direct sales, memberships fees, and selling advertising space. If your company has multiple revenue streams, list them all.

Want to see an example of a business plan?

View examples of both business plan formats at sba.gov/business-guide/plan/write-your-business-plan-template

LEAN STARTUP PLAN CHECKLIST

- Key partnerships
- Key activities
- Key resources
- Value proposition
- Customer relationships
- Customer segments
- Channels
- Cost structure
- Revenue streams

“If you fail to plan, you are planning to fail.”

Benjamin Franklin

Programs for Entrepreneurs

SBA's Emerging Leaders program helps grow businesses.

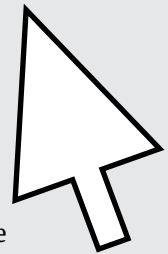
Business executives looking for their next educational opportunity will find it in the SBA's Emerging Leaders program.

Participants in the intense seven-month Emerging Leaders entrepreneurship program are selected through a competitive process. The program fosters a learning environment that accelerates the growth of high-potential small businesses, while providing training and peer networking sessions. Emerging Leaders graduates have reported gaining more than \$300 million in new financing and securing over \$2.16 billion in government contracts. For information about the Emerging Leaders program, visit sba.gov/emergingleaders.



Online Resources for Entrepreneurs

Find free short courses and learning tools to start and grow your small business at sba.gov/learning. The SBA's free Online Learning Center is a great resource for every entrepreneur, especially rural business owners looking for easy access to vital business training.



Courses include:

- writing your business plan
- small business legal requirements
- small business financing options
- digital and traditional marketing to win customers
- disaster recovery
- cyber security and crime prevention

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



Jack Goodison, a veteran, grew his business in North Kingstown, Rhode Island, J. Goodison Co., with the help of an SBA-guaranteed 504 loan.

Programs for Veterans

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

Need entrepreneurship training?

Entrepreneurship training is available through the SBA's programs for veterans, sba.gov/veterans, at military installations around the world. These programs are open to active duty service members, those transitioning out of service, National Guard and Reserve members, veterans of all eras, and military spouses. Connect to other entrepreneurs and your local network of SBA Resource Partners through these services and programs.

Veterans Business Outreach Centers, sba.gov/vboc, provide business training and counseling to those interested in starting, purchasing, or growing a small business.

Boots to Business is an entrepreneurial education and training program offered by the SBA as part of the Department of Defense's Transition Assistance Program. Service members transitioning out of active duty and military spouses are eligible for Boots to Business.

During the course, you explore business ownership and other self-employment opportunities while learning key business concepts. You will walk away with an overview of entrepreneurship and applicable business ownership fundamentals, including how to access startup capital using SBA resources. Boots to Business is conducted on all military installations that host the Transition Assistance Program,

both in and out of the contiguous United States.

Boots to Business: Reboot delivers the Boots to Business curriculum to veterans of all eras, members of the National Guard and Reserve, and military spouses in their local communities.

Register for either program at <https://sbavets.force.com>.

If you're a service-disabled veteran or a spouse, the SBA's Service-Disabled Veteran Entrepreneurship Training Program provides guidance on starting or growing your small business, visit sba.gov/ovbd.

Interested in doing business with the government?

Veteran-owned and service-disabled veteran-owned small businesses interested in federal contracting opportunities can receive training through the Veteran Federal Procurement Entrepreneurship Training Program. This program is administered by the Veteran Institute for Procurement, which offers a platform with three training programs to assist veterans: VIP Start, VIP Grow, and VIP International.

- » VIP Start is for companies wanting to enter the federal market and become ready for procurement. Nearly 200 veteran-owned businesses from 29 states plus Washington, DC have graduated from the program.
- » VIP Grow is the core curriculum which assists companies in developing strategies to expand and operate within the federal marketplace. More than 700 veteran-owned businesses from 42 states plus DC and Guam have graduated from this program.
- » VIP International is for companies that want to enter or expand their federal and commercial contracting opportunities overseas.

Loan Fee Relief

To encourage lending to members of the military community who want to start or grow their business, the SBA reduces upfront guarantee fees on select loans. That means the cost savings will be passed down to you, the eligible veteran or qualifying military member. To learn more, contact your local SBA district office or ask your SBA Lender about the Veterans Advantage program, sba.gov/loans.

Learn about the Service-Disabled Veteran-Owned Small Business certification program on page 49.

Have an employee who was called to active duty?

Ask your local SBA district office or lender about the Military Reservist Economic Injury Disaster Loan program. If you meet the eligibility requirements, you may receive funds that enable your business to meet ordinary and necessary operating expenses when an essential employee is called up to active duty in the military reserve.

Angelita Dell Castillo

OWNER, WEST TEXAS CANINE BAKERY, DBA THREE DOG BAKERY
Lubbock, TX

Angelita Dell Castillo always knew she wanted to start her own small business. She had customer service experience and the start of a great concept. The SBA helped Angie develop her business expertise to open her first store, creating jobs in her hometown and contributing to the economy.

Angie grew up with two examples of entrepreneurship in her own family; her parents, Pete and Delfina Castillo, started an oil field company in the 1970s with the assistance of an SBA-backed loan. Before growing her own business dream, Angie gained experience in the retail sector. She managed several large national retail stores in Texas that generated revenues between \$10 to 22 million annually, managing up to 170 employees.

- **What challenge did you have?** My challenge at the beginning was developing a business concept that I found professionally fulfilling and also right for the West Texas marketplace. I'm a dog lover, so I knew I wanted a business focused on animals. I also love to bake. But how would a business like that look? I needed to run the consumer and business data. Once I hit upon the right concept and developed a plan, I also needed to secure financing.
- **What was the SBA solution?** The SBA Lubbock-West Texas District Office has a network of business counselors that operate for free or low cost. I first came to the Texas Tech University Small Business Development Center, an SBA Resource Partner, in March 2013. I crunched the data with a business adviser, but it wasn't quite coming together. I went back to the drawing board and researched other potential opportunities. I attended several SBDC and SBA small business workshops. I came back to my local SBDC in October 2013 with a new idea: the Three Dog Bakery franchise. This time, the market research and the proforma numbers worked. This proves if you spend the time in market research, it will pay off later! My adviser and I worked on a full business plan that I presented to several SBA Lenders. The SBA guarantees loans made by lending institutions to small business that would not otherwise be able to obtain financing. My small business secured an SBA-backed 7(a) loan from Happy State Bank in Lubbock, which provided me the working capital I needed to startup in Lubbock.
- **What benefit did this have for you?** I have continued to work with my SBDC adviser, and I have seen the results in my business performance. I was able to give back to my community by joining the 2018 joint Texas Tech-SBDC student engagement entrepreneurship class project. It's so rewarding to see that your business dream is both supported and recognized by the community. After four years in business, I now employ 10 in a 1,200-square-foot shop in a great area of Lubbock. I hope to take the concept to a second franchise store, and with SBA assistance, I know it'll grow and expand.



COURTESY OF WEST TEXAS CANINE BAKERY, DBA THREE DOG BAKERY

“

I hope to take the concept to a second franchise store, and with SBA assistance, I know it'll grow and expand.”

Angelita Dell Castillo

Owner, West Texas Canine Bakery, dba Three Dog Bakery

FUNDING PROGRAMS

Financing Your Small Business

A Deal is Inked

An SBA loan helps these entrepreneurs succeed in the challenging printing market.

WRITTEN BY Pam Kasey

COURTESY OF J. EMILIO FLORES

When Mark Moralez's employer, the owner of Printing Palace in Santa Monica, California, told him in 2014 he'd found a buyer for the business, Moralez reacted with shock. "Why?" his boss asked. "Do you want to buy it instead?"

The idea surprised Moralez, but it was appealing. He'd been in the industry for more than 20 years and at Printing Palace for a decade. As general manager, he managed nine employees and took care of the business as if it were his own; many customers assumed he was the owner. He and his husband, John Briggs, discussed a possible purchase over lunch. "It wasn't something I was looking to do, I was just trying to take control of my own destiny," Moralez says. He was scared, but the couple decided to take the leap.

Moralez and Briggs visited their credit union and were quickly disappointed. The loan officer wouldn't take the risk. "He decided that printing was a dying industry and there was no way he was going to fund us," Moralez said.

In frustration, Moralez posted about the setback on Facebook. His social network came to his aid; the post got him the attention of an SBA Lender—as high up as the bank's vice president, Mark Morales. This SBA Lender decided the couple deserved the chance, and Moralez and Briggs soon qualified for SBA funding. They received a 7(a) loan of \$1.1 million toward the \$1.4 million purchase, enabling Moralez and Briggs to buy Printing Palace in 2015.

It was a challenging time to invest in printing. "There were probably 20 printers in our area 10 years ago, and there are probably four now," Moralez says. "The industry has changed a lot, even in the past three years. What used to be 20 to 30 percent of our business is now 50 to 60 percent, and that's on-demand, digital, quick, turned around in a day." The couple has met the challenge, giving up equipment they owned for five new digital printers they lease. They also added an architectural plan printer in response to frequent customer requests. "It's not a huge moneymaker, but it meets demand and it's a profitable unit," Moralez says.

What sets Printing Palace apart in a changing industry is the shop's commitment to customer service. "Everybody wants to do online printing," he says. "What keeps us going, and we're doing well, is that we cater to people who are frustrated with that—or who just want to come in and feel things and talk to somebody who's knowledgeable about the product." Printing Palace's website touts its print-industry veterans who take pride in delivering jobs on time. Moralez and Briggs have earned high reviews online.

Moralez sought certification early on as an LGBT-owned business. He serves as president of his local chapter of the Los Angeles Gay & Lesbian



COURTESY OF J. EMILIO FLORES



COURTESY OF J. EMILIO FLORES

Mark Moralez believes that what sets Printing Palace apart in a changing industry is his talented work force and their customer service.

“
If it’s
something
you want to
do and you
have the skill
to do it, you
just have to
jump in with
both feet.”

Mark Moralez
Owner
Printing Palace

Chamber of Commerce, giving Printing Palace prominence in a loyal market. “We’ve also done some charity work for Human Rights Campaign and Equality California, we’ve donated money and free printing. Those causes are near and dear to our hearts.”

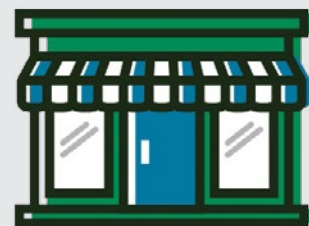
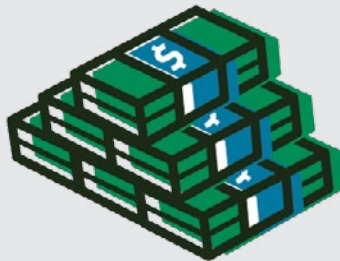
At a time when print shops routinely struggle and fail, Printing Palace has secured its place. “Revenues have stayed steady,” Moralez says. “But we’ve streamlined everything, so we’re a lot more efficient and profitable than we were. In an industry that peaked 10 years ago and has slowly been in decline,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

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

For those seeking business financing, Moralez has this advice: do your research and find an SBA Lender who wants to work with you. “Then, go for it,” he says. “If it’s something you want to do and you have the skill to do it, you just have to jump in with both feet.”

SBA-backed Loans

For small business owners and entrepreneurs who cannot get traditional forms of credit, an SBA-guaranteed loan can fill that need. The SBA guarantees loans made by lending institutions to small businesses that would not otherwise be able to obtain financing. If you are eligible and cannot obtain conventional financing with reasonable rates and terms, the SBA guarantee reduces a lender’s risk of loss in the event of a default on the loan. The guarantee is conditional on the lender following SBA program requirements. Just like with any other loan, you make your loan payments directly to your SBA Lender in accordance with your terms.



Lender Match

Visit your local SBA office for a lender referral, or use Lender Match, sba.gov/lendermatch. The SBA’s online tool connects entrepreneurs with SBA Lenders interested in making small business loans in your area.

Need Financing?

Visit your local SBA office or lender to learn about these funding options.



The 7(a) Loan, the SBA's Largest Financing Program

If you're unable to get conventional financing and you meet the eligibility requirements, you can use a 7(a) loan to buy real estate, equipment, or inventory for your small business. It may also be used for working capital, to refinance business debt or purchase a small business.

MAX LOAN AMOUNT: \$5 million

INTEREST RATE: generally prime + a reasonable rate capped at 2.75 percent

TERMS: loan term varies according to the purpose of the loan, generally up to 25 years for real estate, 10 years for other fixed assets and working capital

GUARANTEE: 50 to 90 percent

CAPLines

Meet your revolving capital needs with lines of credit. CAPLines can be used for contract financing, seasonal lines of credit, builders line of credit, or for general working capital lines.

SBA Express Loan

Featuring a simplified process, these loans are delivered by experienced lenders who are authorized to make the credit decision for the SBA. These can be term loans or revolving lines of credit.

MAX LOAN AMOUNT: \$350,000

INTEREST RATE: for loans less than \$50,000, prime + 6.5 percent; for loans of \$50,000 and greater, prime + 4.75 percent

TERMS: loan term varies according to the purpose of the loan, generally up to 25 years for real estate and 10 years for other fixed assets and working capital.

GUARANTEE: 50 percent

Community Advantage Program

Financing for women, veterans, low-income borrowers, and minority entrepreneurs just starting up or in business for a few years. Receive free business counseling as you work with a community-based financial institution.

INTEREST RATE: prime + 6 percent

TERMS: up to 25 years for real estate, 10 years for equipment and working capital

GUARANTEE: 75 to 90 percent

Microloan Program

Eligible businesses can startup and grow with working capital or funds for supplies, equipment, furniture and fixtures. Borrow from \$500 to \$50,000 and access free business counseling from microlenders.

INTEREST RATE: loans less than \$10,000, lender cost + 8.5 percent; loans \$10,000 and greater, lender cost + 7.75 percent

TERMS: lender negotiated, no early payoff penalty

504 Certified Development Company Loan Program

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

MAX LOAN AMOUNT (up to 40 percent of the total project): up to \$5 million; \$5.5 million for manufacturing or energy public policy projects

INTEREST RATE: below market fixed rates for 10, 20 or 25 year terms

TERMS: 20 or 25 years for real estate or long term equipment, 10 years for general machinery and equipment

GUARANTEE: the lender provides a senior loan for 50 percent of the project cost (with no SBA guarantee); the CDC finances up to 40 percent in a junior lien position (supported by the SBA guarantee)

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

SBA Lenders

ABERNATHY

Vista Bank

317 Main St.
(806) 298-2551

ABILENE

Bank of America

500 Chestnut St.
(325) 675-7500

Citibank

1242 N. Fourth St.
(325) 480-8211

Coleman County State Bank

4609 Southwest Drive
(325) 625-2172

Compass Bank

6301 Buffalo Gap Road
(325) 691-0000

First Bank Texas

966 N. Judge Ely
(325) 673-1885

First Financial Bank

3300 S. 14th St.
(325) 627-7200

First State Bank

2118 S. Treadaway Blvd.
(325) 677-3000

Haskell National Bank

3202 Buffalo Gap Road
(325) 692-3300

JPMorgan Chase Bank

3444 N. First St.
(325) 674-3800

Prosperity Bank

815 N. Judge Ely Blvd.
(325) 794-3100

Western Bank

2550 Buffalo Gap Road
(325) 695-9297

AMARILLO

Amarillo National Bank

712 N. Taylor
(806) 345-1600

Bank of America

3440 Bell St., suite 328
(806) 359-3131

Bank of Commerce

800 S. Monroe
(806) 373-1720

First Bank and Trust of Memphis

6900 I-40 W., suite 125
(806) 331-3142

First Convenience Bank

5730 W. Amarillo Blvd.
(254) 554-6699

First National Bank Texas

4215 Canyon Drive
(254) 554-6699

First United Bank

1900 SE 34th Ave.
suite 100
(806) 337-1888

FirstBank Southwest

2401 S. Georgia
(806) 355-9661

FirstCapital Bank of Texas

3900 S. Soncy Road
(806) 374-1000

7100 Hillside Road
(806) 358-1500

Happy State Bank

701 S. Taylor
(806) 373-2265

Herring Bank

2201 Civic Circle
(806) 677-7000

Interstate Bank

5085 S. Coulter St.
(806) 331-6000

JPMorgan Chase Bank

600 S. Tyler St.
(806) 378-3100

State National Bank of Groom

101 SE 11th Ave., suite 100
(806) 371-7100

Wells Fargo Bank

4140 S. Coulter
(806) 463-1000

Woodforest National Bank

4610 S. Coulter
(806) 352-9012

ANDREWS

National Bank of Andrews

1501 N. Main
(432) 523-6800

ANSON

Citibank

1101 E. Court Plaza
(325) 455-8260

BIG LAKE

Security Bank

405 W. Second St.
(325) 884-2551

Texas Financial Bank

1300 Second St.
(325) 884-3737

BIG SPRING

Compass Bank

1500 S. Gregg St.
(432) 267-1651

Lone Star State Bank of West Texas

600 E. FM 700
(432) 264-7717

Prosperity Bank

1411 Gregg St.
(432) 267-5555

Wells Fargo Bank

400 S. Main St.
(432) 267-5513

Western Bank

607 S. Scurry St.
(432) 394-4256

Woodforest

National Bank

201 W. Marcy
(432) 466-0100

BOOKER

FirstBank Southwest

115 S. Main St.
(806) 658-4551

BORGER

Borger Bank

301 W. Sixth St.
(806) 275-5000

Happy State Bank

1431 W. Wilson St.
(806) 274-2265

InterBank

531 N. Deahl
(806) 273-2865

Wells Fargo Bank

503 Deahl Ave.
(806) 274-6361

BRONTE

First National Bank of Sterling City

102 W. Main St.
(325) 473-2911

BROWNFIELD

Lone Star State Bank of West Texas

301 W. Main St.
(806) 637-2531

Prosperity Bank

1323 Tahoka Road
(806) 637-7626

Sundown State Bank

101 S. First St.
(806) 637-7712

BUFFALO GAP

The Security State Bank

502 Vine St.
(325) 572-3316

CANADIAN

Happy State Bank

200 Main St.
(806) 323-2265

Interbank

115 Main St.
(806) 323-6435

Wellington State Bank

301 Main St.
(806) 323-9711

CANYON

Bank of America

2800 Fourth Ave.
(800) 622-8731

First Convenience Bank

1701 N. 23rd St.
(254) 554-6699

First United Bank

801 23rd St.
(806) 655-8000

Happy State Bank

1908 Fourth Ave.
(806) 655-2265

Wells Fargo Bank

2111 Fourth Ave.
(806) 655-1111

CHILDRESS

First Bank and Trust of Childress

2006 Avenue G
Northwest
(940) 937-9013

First National Bank

501 Commerce St.
(940) 937-2514

InterBank

501 Avenue F Northwest
(940) 937-6114

Wellington State Bank

2003 Avenue F Northwest
(940) 937-8686

CLARENDON**Herring Bank**

123 S. Kearney
(806) 874-3556

Pilgrim Bank

123 E. Third
(806) 874-2080

CLAUDE**Citizens Bank**

101 N. Trice
(806) 226-2661

COAHOMA**Western Bank**

500 W. Broadway
(432) 394-4256

COLORADO CITY**First Bank & Trust**

2225 Hickory
(325) 728-3485

CRANE**Security Bank**

211 Andrews Highway
(432) 558-7101

West Texas National Bank

720 S. Gaston
(432) 558-3533

CROSBYTON**Vista Bank**

104 W. Main St.
(806) 675-7311

DALHART**Bank of America**

323 Denver Ave.
(806) 244-6421

First State Bank

1601 16th St.
(806) 249-5513

Happy State Bank

312 E. Second St.
(806) 249-2265

Wells Fargo Bank

1641 Tennessee Ave.
(806) 244-7000

DENVER CITY**Sundown State Bank**

202 W. Broadway
(806) 592-9292

Wells Fargo Bank

221 N. Avenue B
(806) 592-2181

West Texas National Bank

810 E. Broadway
(806) 592-8521

DIMMITT**First Bank of Muleshoe**

215 W. Bedford
(806) 647-2265

DUMAS**Bank of America**

510 S. Bliss Ave.
(806) 934-4222

First Convenience Bank

2003 S. Dumas Ave.
(806) 934-1377

First National Bank

1201 E. First St.
(806) 934-8455

First State Bank

500 E. First St.
(806) 935-4184

Happy State Bank

800 S. Dumas Ave.
(806) 934-2265

EARTH**First United Bank**

Main & Cedar
(806) 257-3451

FARWELL**Farwell Banking Center**

801 Avenue A
(806) 481-9580

FLOYDADA**Happy State Bank**

105 S. Wall St.
(806) 983-2265

Prosperity Bank

217 W. California St.
(806) 983-3725

FOLLETT**InterBank**

241 Main St.
(806) 653-2611

FRIONA**First National Bank of Hereford**

710 W. 11th St.
(806) 250-2900

InterBank

1105 N. Cleveland Ave.
(806) 250-5000

HALE CENTER**Vista Bank**

701 Main St.
(806) 839-1000

HART**Centennial Bank**

424 Broadway
(806) 938-2111

HASKELL**Citibank**

518 S. Second
(940) 864-8577

First Bank Texas

200 S. Avenue E
(940) 864-8555

HEREFORD**First Convenience Bank**

300 W. 15th St.
(806) 364-5600

First Financial Bank

212 E. Third St.
(806) 363-8200

FirstBank Southwest

300 Main St.
(806) 364-2435

Happy State Bank

501 W. Park Ave.
(806) 394-2265

First National Bank of Hereford

403 N. 25 Mile Ave.
(806) 360-2100

HIGGINS**Happy State Bank**

21 N. Main St.
(806) 852-2265

IDALOU**City Bank**

304 W. First St.
(806) 892-9000

Vista Bank

930 Frontage Road
(806) 892-2511

JAYTON**Kent County State Bank**

102 Donaho St.
(806) 237-2644

KERMIT**West Texas National Bank**

101 East Ave.
(432) 586-5876

West Texas State Bank

100 W. Austin
(432) 586-3421

KNOX CITY**Citizens Bank**

110 N. Second St.
(940) 658-3527

LAMESA**First United Bank**

602 N. First St.
(806) 872-8311

LEVELLAND**AimBank**

110 College Ave.
(806) 894-2265

City Bank

600 College Ave.
(806) 894-2222

First Convenience Bank

407 E. State Road 114
(254) 554-6699

JPMorgan Chase Bank

800 Eighth St.
(806) 894-6111

Prosperity Bank

311 College Ave.
(806) 894-5296

Sundown State Bank

1722 Avenue H
(806) 894-7799

LITTLEFIELD**AimBank**

102 E. Waylon
Jennings Blvd.
(806) 385-4441

First United Bank

2003 S. Hall Ave.
(806) 385-7181

Prosperity Bank

1601 S. Phelps Ave.
(806) 385-5149

Wellington State Bank

501 Phelps Ave.
(806) 385-5134

LOCKNEY**Happy State Bank**

201 N. Main St.
(806) 652-2265

LORAINE**Western Bank**

Main & Pacific
(325) 737-2211

LORENZO**Peoples Bank**

416 Harrison St.
(806) 634-5584

Vista Bank

705 Sixth St.
(806) 634-5521

LUBBOCK**AimBank**

3004 Slide Road
(806) 771-2265

Amarillo National Bank

5905 82nd St.
(806) 712-7000

American Bank of Commerce

3721 50th St.
(806) 775-5000

FUNDING PROGRAMS

Bank of America

1901 University Ave.
(806) 766-2600

Centennial Bank

6602 Quaker Ave.
(806) 722-6545

7207 82nd St.
(806) 722-6545

City Bank

5506 Fourth St.
(806) 687-9925

Commercial State Bank

6533 82nd St.
(806) 771-4141

Compass Bank

4718 Fourth St.
(806) 771-0303

8200 Nashville Ave.
(806) 794-8300

First Bank & Trust

7806 Indiana Ave.
(806) 776-0800

First Convenience Bank

4215 S. Loop 289
(254) 554-6699

First National Bank Texas

6315 82nd St.
(254) 554-6699

First United Bank

9801 Indiana Ave.
(806) 745-5900

FirstCapital Bank of Texas

6811 Indiana Ave.
(806) 793-4778

Lubbock National Bank

1001 Main St.
(806) 792-1000

Peoples Bank

3801 34th St.
(806) 794-0044

Plains Capital Bank

5010 University Ave.
(806) 795-7131

Prosperity Bank

1401 Avenue Q
(806) 740-3400

Southwest Bank

10115 Quaker Ave.
(806) 771-9494

Vista Bank

4515 98th St.
(806) 776-4000

Wellington State Bank

7801 Quaker Ave.
(806) 785-8500

Wells Fargo Bank

1500 Broadway St.
(806) 788-2600

Western Bank

5701 82nd St.
(806) 798-9700

MATADOR

First Bank & Trust

1025 Main St.
(806) 347-2661

MEMPHIS

First Bank & Trust

621 Noel St.
(806) 259-3556

Wellington State Bank

119 S. Sixth St.
(806) 259-3577

MERKEL

First Financial Bank

301 Edwards Ave.
(325) 235-6630

Prosperity Bank

111 Edwards St.
(325) 928-4728

MIAMI

AimBank

100 S. Main St.
(806) 868-2771

MIDLAND

Bank of America

303 W. Wall St.
(432) 685-2000

Branch Bank & Trust Co.

1100 Andrews Highway
(432) 848-4453

Community National Bank

3005 W. Cuthbert
(432) 699-1916

First Convenience Bank

4517 N. Midland Drive
(254) 554-6699

FirstCapital Bank of Texas

310 W. Wall St.
(432) 687-9114

Frost Bank

800 W. Wadley
(432) 681-4181

JPMorgan Chase Bank

3209 Courtyard Drive
(432) 688-6353

Prosperity Bank

509 W. Wall St., suite 100
(432) 571-4960

Security Bank

600 N. Marienfeld Ave.
(432) 570-9330

Southwest Bank

1301 W. Wall St.
(432) 552-1000

Wells Fargo Bank

1030 Andrews Highway
(432) 699-3170

West Texas National Bank

2411 A Rankin Highway
(432) 682-7174

West Texas State Bank

400 W. Illinois, suite 100
(432) 570-8679

First Basin Federal Credit Union

5509 Andrews Highway
(432) 333-5600

MILES

Citizens State Bank

111 S. Robinson
(325) 468-3311

MONAHANS

Security Bank

307 S. Main St.
(432) 943-2503

Tejas Bank

1405 S. Stockton
(432) 943-4230

West Texas State Bank

214 S. Main St.
(432) 943-7561

MORTON

City Bank

107 W. Taylor Ave.
(806) 266-5989

MUNDAY

First Bank Texas

111 S. Munday Ave.
(940) 422-4522

Peoples Bank

101 W. Highway 86
(806) 945-9504

ODESSA

AimBank

7281 Tres Hermanas Blvd.
(432) 617-8133

Bank of America

216 E. Eighth St.
(800) 432-1000

Commercial State Bank

2525 N. Grandview Ave.
(432) 550-0700

Community National Bank

2659 JBS Parkway
(432) 550-0574

Compass Bank

1330 E. Eighth St.
(432) 332-0141

First Convenience Bank

2450 W. Loop 338
(432) 332-1630

Frost Bank

2700 W. County Road
(432) 570-4181

JPMorgan Chase Bank

1607 N. County Road West
(432) 334-0300

Lone Star State Bank

2975 JBS Parkway
(432) 617-7717

Platinum Bank

3650 Billy Hext Road
(432) 332-3299

Prosperity Bank

620 N. Grant St.
(432) 552-1100

Security Bank

2752 N. County Road West
(432) 333-9901

Southwest Bank

4800 E. 42nd St.
(432) 552-5000

Wells Fargo Bank

4101 JBS Parkway
(432) 498-4400

West Texas State Bank

2426 N. Grandview Ave.
(432) 367-5000

O'DONNELL

State National Bank

901 S. Main St.
(432) 264-2100

OLTON

Happy State Bank

612 Main St.
(806) 285-2265

PADUCAH

First Bank of Trust of Childress

704 Tenth St.
(806) 492-2555

First National Bank

717 Tenth St.
(806) 492-3508

PAMPA

First Convenience Bank

2801 N. Charles St.
(806) 665-2699

First National Bank

1224 N. Hobart St.
(806) 665-0022

FirstBank Southwest

300 W. Kingsmill St.
(806) 665-2341

Happy State Bank

1125 N. Hobart
(806) 669-2265

PANHANDLE

Happy State Bank

201 Euclid St.
(806) 537-2265

PERRYTON

First National Bank

2729 S. Main St.
(806) 447-2265

FirstBank Southwest

201 S. Main St.
(806) 435-3676

PETERSBURG**Vista Bank**

1523 Main St.
(806) 667-3583

PLAINS**Plains State Bank**

601 Ninth St.
(806) 456-2022

PLAINVIEW**Centennial Bank**

3201 Olton Road
(806) 291-8000

Compass Bank

2804 Olton Road
(806) 293-9661

Happy State Bank

3110 Olton Road
(806) 296-2265

Prosperity Bank

3301 Olton Road
(806) 293-3888

Vista Bank

3000 Olton Road
(806) 296-6000

Wells Fargo Bank

205 W. Fifth St.
(806) 291-5566

POST**Centennial Bank**

210 N. Broadway
(806) 495-3545

Peoples Bank

1605 W. Division St.
(806) 728-2265

Wells Fargo Bank

216 W. Main St.
(806) 495-2804

SLATON**Peoples Bank**

1605 W. Division St.
(806) 728-2265

Prosperity Bank

1800 W. Division St.
(806) 828-4282

SNYDER**AimBank**

4704 College Ave.
(325) 573-2265

First Bank & Trust

4500 College Ave.
(325) 573-9305

Prosperity Bank

3610 College Ave.
(325) 573-4041

SPRINGLAKE**City Bank**

Highway 70
(806) 986-4300

STAMFORD**Compass Bank**

210 S. Swenson St.
(325) 773-5755

First Bank Texas

610 Columbia St.
(325) 773-2122

STANTON**Community National Bank**

1211 Lamesa Highway
(432) 262-4790

STINNETT**InterBank**

525 Morse St.
(806) 878-2488

STRATFORD**Happy State Bank**

100 N. Main St.
(806) 366-2265

SUDAN**First United Bank**

200 Main St.
(806) 227-2411

SUNRAY**Happy State Bank**

416 Main St.
(806) 948-2265

SWEETWATER**First Financial Bank**

201 Elm St.
(325) 235-6630

Roscoe State Bank

209 Cedar Ave.
(325) 235-1700

TAHOKA**First Bank & Trust**

1910 Lockwood Ave.
(806) 998-5395

TRENT**First Financial Bank**

117 N. Main St.
(325) 235-6630

TULIA**Centennial Bank**

125 S. Austin Ave.
(806) 995-4151

Citizens Bank

200 N. Maxwell Ave.
(806) 995-1919

Wells Fargo Bank

101 N. Maxwell Ave.
(806) 995-2301

TURKEY**First Bank & Trust**

201 Main St.
(806) 423-1321

TUSCOLA**Texas National Bank**

441 Graham Ave.
(325) 554-9000

VEGA**InterBank**

101 N. Main St.
(806) 267-2105

WELLINGTON**Pilgrim Bank**

1705 E. 15th St.
(806) 447-2591

WHEELER**First State Bank**

1408 S. Alan Bean Blvd.
(806) 826-5546

WHITE DEER**First Bank & Trust**

221 S. Main St.
(806) 883-2411

WILSON**First Bank & Trust**

2000 Green Ave.
(806) 628-6551

WINK**Southwest Bank**

309 Hendricks Blvd.
(432) 527-3365

WOLFFORTH**AimBank**

702 Preston Drive
(806) 687-2462

Participating Certified Development Companies

Capital CDC

Business Development Officer West Texas Office
Jason Bigham
(806) 749-3600

Caprock Business Finance Corp.

Director of Regional Services
Kelly Davila
1323 58th St.
Lubbock
(806) 762-8721
kdavila@spag.org

Texas Panhandle**Regional****Development Corp.**

VP Financial Services/
Administrative Director
AEDC/TPRDC
Doug Nelson
801 S. Fillmore, suite 205
Amarillo
(806) 379-6411
doug@amarilloedc.com

Participating Microlenders

Accion NM

Nataly Mojica
(469) 909-8939 or
(469) 332-7111
nmojica@accionnm.org
accionnm.org

LiftFund

Cruz Montoya
2007 W. Martin St.
San Antonio
(915) 490-8010
cmontoya@liftfund.com
liftfund.com

People Fund

Rural Initiative
Loan Officer
Keoni Gray
Houston
(346) 200-5871 or
(888) 222-0017
kgray@peoplefund.org
peoplefund.org

Strategies for Small Business Superior Financial Group

(925) 381-8409 or
(925) 899-8449
info@strategiesfor
smallbusiness.com
**strategiesfor
smallbusiness.com
superiorfg.com/main2**

United Midwest Savings

SVP Fred Crispen
(844) 531-9722
fcrispen@umwsb.com
sbdclan

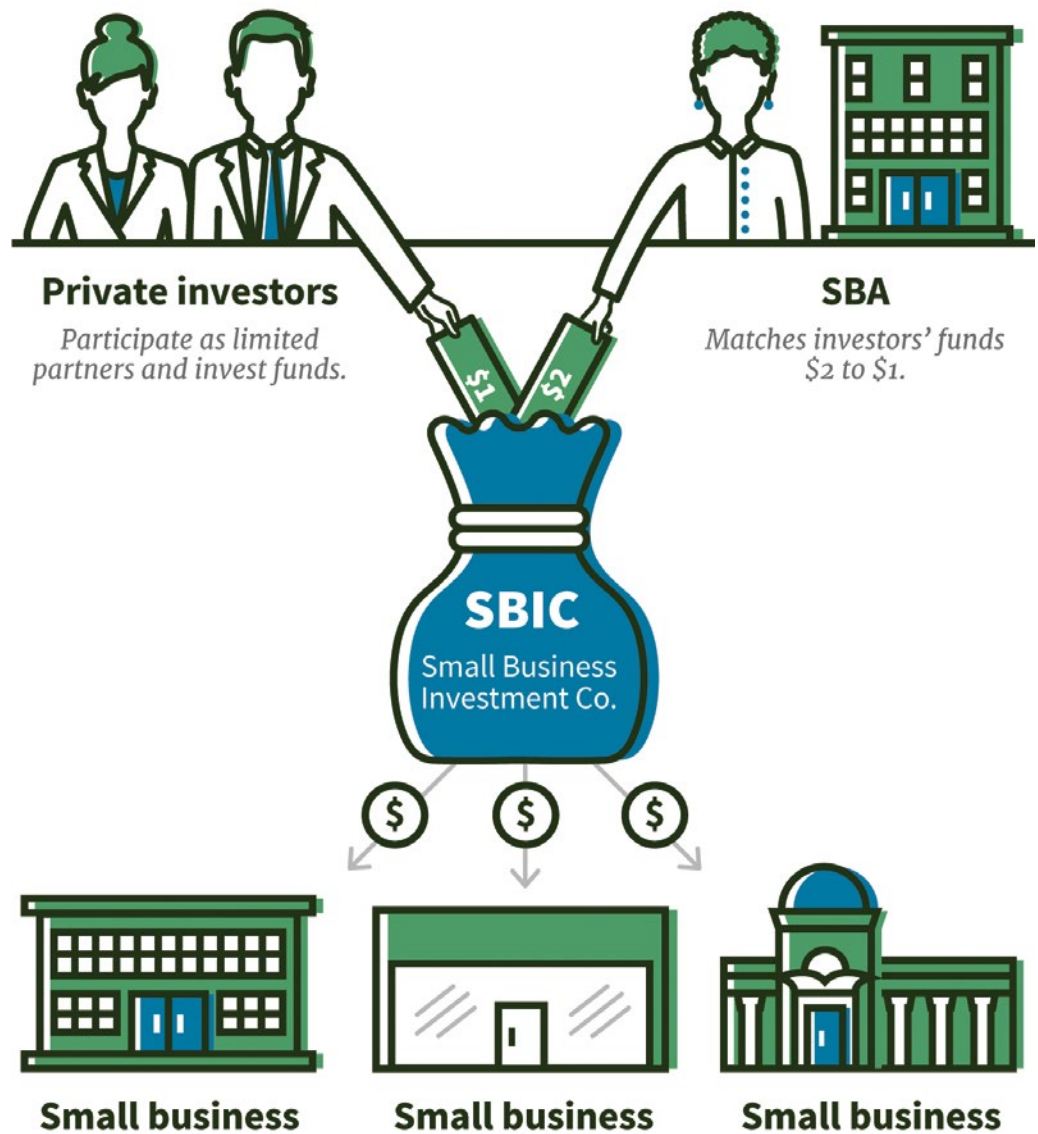
Investment Capital

Looking for investors? You might find leads in our Small Business Investment Company online directory.

If you own a U.S. small business, you could receive capital from a Small Business Investment Company that is regulated by the SBA. Investment companies with financing expertise in certain industry sectors receive SBA-guaranteed loans, which means the federal government is responsible in case of default. These investment companies use the SBA-guaranteed capital and private funds to invest in qualifying small businesses. Small businesses then receive a loan, equity (a share of ownership an investment company gets in a business), or a combination of both.

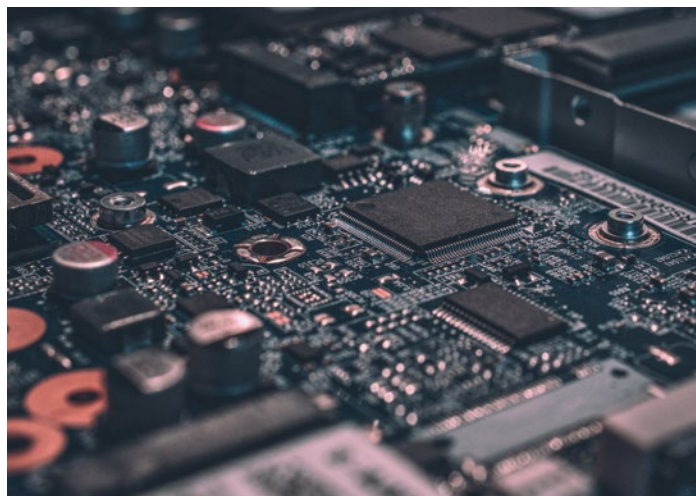
Mature, profitable businesses with sufficient cash flow to pay interest are more likely to receive an investment from an SBIC. Each one has its own investment profile in terms of targeted industry, geography, company maturity, the types and size of financing they provide.

Search the SBIC directory by visiting [sba.gov](https://www.sba.gov) and clicking on **Funding Program** and then **Investment Capital**.



R&D Opportunities for Next Gen Entrepreneurs

If you are engaged in high-risk research and development, your small business may be eligible to compete for funding to develop your tech and get it to market.



Do you work in one of these areas?

- » advanced materials
- » agTech
- » artificial intelligence
- » biomedical
- » cybersecurity
- » energy
- » first response
- » national security
- » space exploration

The Small Business Innovation Research and the Small Business Technology Transfer programs, also called America's Seed Fund, provide more than \$2.5 billion in early stage capital through more than 4,000 new awards annually.

How it works

Every year, 11 participating federal agencies announce topical areas that address their R&D needs. Eligible businesses submit proposals through a competitive process, and if successful, enter a three phase awards program.

- » Phase I, the proof-of-concept stage, typically lasts from 6-12 months, often providing \$100,000-\$225,000.
- » Phase II, the full R&D period, lasts about 24 months and typically provides \$600,000-\$1.5 million.
- » Phase III, the commercialization stage, where you seek public or private funds for your venture.

How else does your startup benefit? The funding agency does not take an equity position or ownership of your business. The federal government also has a protection period in which it does not disclose your reports and data.

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

Participating agencies:

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



After the Flood

A South Carolina fabric business rebounds bigger and better with the help of an SBA disaster loan.

WRITTEN BY CARLEE LAMMERS

After floodwaters devastated his family business, Michael Marsha visited the SBA and received something not many others could give him: security. Marsha is the owner and president of Forest Lake Drapery and Upholstery Fabric Center Inc. in Columbia, South Carolina. The fabric store started in 1964 as an offshoot of L.A. Marsha Textile Co., a closeout fabric store owned by his father and grandfather. Marsha took over the family business in 1990 and worked to grow it into something bigger. "I grew it slow," he

says. "I didn't borrow money. I just took the cashflow over the years and grew it into a big, big company. I didn't really have a banker at all. I didn't really need one."

When catastrophic flooding hit South Carolina in October 2015, water destroyed Marsha's entire fabric inventory and nearly destroyed the lower level of his store, wrecking structural havoc, tearing out sheetrock and destroying the carpeting. The damages came to about \$1.4 million. Crews spent hours cleaning after the floods receded. All that was left of Marsha's business was a shell.

He had to act fast. Marsha bought a space two doors down from his store. Marsha kept his inventory in the upper level of his original store and cut the fabric in his new space. Lenders made offers to help him rebuild, but Marsha wanted better terms. He was speaking to state officials about the flood when he met some SBA disaster assistance specialists.

Marsha recalled how he felt at the time: "I couldn't crawl back into business, I needed to sprint back into business."

He received a low-interest, fixed-rate SBA

“The SBA bent over backward to help me get back in business. I couldn’t have asked for a better situation. I really couldn’t.”

Michael Marsha
Owner/President
Forest Lake Drapery and Upholstery
Fabric Center

disaster loan for \$735,000, which Marsha used to rebuild the property, replace inventory, and install storm shields to protect the property from future floods.

Forest Lake Fabrics reopened a year later and saw back-to-back months of record sales. He rebuilt even stronger and was excelling. SBA assistance didn’t stop with construction. Marsha still regularly consults with his local SBA district office staff for help with online marketing. “Not only does SBA disaster assistance lend you money, but local staff help me find out ways to make money to make sure I’m in a profitable situation to pay them back,” he says. “It’s security.”

Now, three years after the flood, Marsha is doing so well, the SBA recently presented him with the Phoenix Award for Outstanding Small Business in Disaster Recovery. “The SBA bent over backward to help me get back in business,” Marsha says. “I couldn’t have asked for a better situation. I really couldn’t.”



Working Together

The SBA, the Federal Emergency Management Agency, and other organizations work together to provide assistance to those affected by a disaster. Once immediate safety and security needs are met, the SBA helps get you and your community back to where you were before the disaster. The SBA provides loans to businesses of all sizes, nonprofits, homeowners, and renters to cover rebuilding costs not covered by insurance or other forms of assistance.

Small businesses and nonprofits are also eligible to apply for economic injury losses, even if they suffered no physical damages. These direct loans come with low-interest rates and long terms. Property owners can also secure additional SBA funds to help protect their business or home against a disaster. Visit sba.gov/disaster.



COURTESY OF KATRINA KIDDER

“We Would Have Been Out of Business Twice”

SBA disaster assistance helps a Houston bakery recover after disaster.

WRITTEN BY CARLEE LAMMERS

Three Brothers Bakery is no stranger to difficult times. The business got its start in Chrzanow, Poland in the early 1800s as Morris Jucker’s Bakery. Jucker’s twin boys, Sigmund and Sol, started out in the business in 1932 when a baker’s strike meant only family members could work the ovens—this started a lifetime of camaraderie and partnership between the brothers. They worked together through the outbreak of World War II and the invasion of Poland, enduring internment in a Nazi concentration camp when they were

19. After their liberation, Sigmund and Sol Jucker joined their younger brother, Max, and immigrated to America. Living in Houston, Texas, the three brothers returned to their family roots and established their bakery in 1949, near one of the city’s bayous on Braeswood Boulevard. Today, the three locations of the kosher Eastern European bakery are owned by Sigmund’s son Bobby Jucker and his wife, Janice.

The family has continued to weather storms. Hurricane Ike in 2008 brought 12 inches of rain, destroying the bakery roof. Hurricane Harvey in 2017 poured four and a half feet of water



into the building. Photos of the bakery's submerged parking lot went viral on social media.

After each disaster, the family had some money for recovery, but not nearly enough. There was so much to purchase, so much to repair. Each time, Three Brothers turned to the U.S. Small Business Administration's disaster assistance program for help.

The SBA was a saving grace for the Juckers, providing money and resources they wouldn't otherwise have access to. "If it weren't for the SBA, we would've been out of business—twice," Janice Jucker says. "There was no way we would have had the cash to recover."

Houston is recovering, but there's still work to be done. "People are buying sofas and socks," Janice Juckers says, "But they are not yet buying as many cakes and other baked goods." She remains optimistic for a full recovery. The Juckers are also leading an effort to craft legislation that would encourage consumers to shop in areas affected by a disaster—to help rebuild broken economies.

With help from their local SBA district office, the bakery is rebranding, working on a new website, and investing in new marketing strategies. "Everything the SBA does—everything they do—is good," she says.

Disaster Declarations

Who to contact after a disaster is declared by the President



Register with FEMA at

disasterassistance.gov, call **(800) 621-3362**,

TTY: **800-462-7585**, or visit a Disaster Recovery Center.

Locations can be found at **fema.gov/drc**.

Businesses are automatically referred to the SBA. Most homeowners and renters will be referred by FEMA to the SBA to apply for disaster loan assistance. You must complete the SBA application to be considered for assistance. If the agency cannot help you with a loan for all your needs, the SBA will, in most cases, refer you back to FEMA.

Express Bridge Loan Pilot Program

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

Loan Amount: \$25,000

Terms: up to 7 years

Guarantee: 50 percent

Who to contact after a disaster is declared by the SBA

Contact the SBA directly to apply for a disaster loan. Businesses of all sizes, nonprofits, homeowners and renters are eligible to apply:



- online at **disasterloan.sba.gov/ela/**
- visit a federal/state Disaster Recovery Center in your area
- call our customer service center at (800) 659-2955 (TTY: 800-877-8339) and ask for an application package to be mailed to you

FEMA grant assistance for homeowners or renters is not available under an SBA declaration.

Information needed to get started:

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

How an SBA Disaster Loan Works

The SBA provides loans to businesses of all sizes, nonprofits, homeowners and renters to cover rebuilding costs not covered by insurance or other forms of assistance.

Verification & Processing

An SBA loss verifier will estimate the total loss to your property damaged by the disaster. A loan officer determines your creditworthiness and eligibility after reviewing any insurance or other recovery funds. The SBA can approve and disburse a loan while your insurance recovery is pending. You will be advised in writing of all loan decisions.

- Terms may go up to 30 years. The SBA sets terms based on each borrower's ability to repay, no early payoff fees or penalties.
- Rates are low, based on the type of loan and if you have credit available elsewhere.

For Physical Damages

A business of any size and any nonprofit may borrow up to \$2 million to repair or replace damaged or destroyed real estate, machinery and equipment, inventory, and other business assets.

- A homeowner may borrow up to \$200,000 to repair/replace primary residence damage.
- A homeowner or renter may borrow up to \$40,000 to repair/replace damage to personal property, including vehicle losses.

For Economic Injury

The SBA also offers economic injury disaster loans for up to \$2 million to help meet working capital needs caused by a disaster.

- Who are eligible: small businesses, small agricultural cooperatives, small aquaculture businesses, and most nonprofits.
- Economic injury assistance is available regardless of whether the business suffered any property damage.

Closing & Funds Disbursement

Approval decision and disbursement of loan funds is dependent on receipt of your documentation.

Be sure to sign your closing documents. This can be done by mail or with an SBA representative at a closing center, if one is open in your area.

The SBA disburses loan funds as recovery work is completed, items are replaced, and/or as funds are needed. The SBA will typically make an initial disbursement of up to \$25,000, if all requirements are met, within five days of receiving your signed loan closing documents. Your case manager will schedule subsequent disbursements of the full loan amount. Your case manager will work with you to help you meet all loan conditions. Your loan may be adjusted after closing according to your changing circumstances, such as unexpected repair costs or additional insurance proceeds.

Keep in mind

An SBA disaster loan is a direct loan from the government. Other organizations may reduce or not award you a grant if you have received an SBA loan or other assistance. Be sure to check with other organizations to see how an SBA loan might affect your eligibility for their program.

In general, recovery expenses covered by insurance, FEMA or other forms of assistance may reduce the amount provided by your SBA disaster loan.

How to Prepare Your Business for an Emergency

The financial cost of rebuilding a business after a disaster can be overwhelming. However, with a business continuity plan in place, you will be able to rebound and reopen quickly. You'll be in a better position to contribute to the economic recovery of your community.

Establish a protocol to communicate with employees outside of the office to ensure they and their families are safe. Test the procedures regularly.

Keep your plan and all related documents in a digital format or in an accessible, protected, off-site location.

Review your insurance coverage

- Contact your insurance agent to find out if your coverage is right for your business; make sure you understand the policy limits and deductibles.
- Ask about business interruption insurance, which compensates you for lost income and covers operating expenses if your company has to temporarily shut down after a disaster.

Establish a solid supply chain

If your vendors and suppliers are local and the disaster is widespread, you will all be in the same situation—struggling to recover. Set yourself up to be able to get key supplies from companies outside your area, if possible.

- Create a contact list of important contractors and vendors you plan to use in an emergency.
- Make sure you know your suppliers' recovery plans.

Plan for an alternative location

- Do some research in advance of the disaster for several alternative places to relocate your company in case a disaster forces you to close your business for an extended time.

Contact a local real estate agent to get a list of available office space. You could make an agreement with a neighboring business to share office space. You could also make plans for employees to telecommute until your office reopens.



The Ready Business program, ready.gov/business, gives step-by-step guidance on how to prepare your business for a disaster. The series includes preparedness toolkits for earthquakes, hurricanes, inland flooding, power outages, and severe winds/tornadoes. Spanish materials are available.

Surety Bonds

Surety bonds help small businesses win construction, supply, and service contracts.

Surety bonds help small businesses win construction, supply and service contracts by providing the customer with a guarantee the work will be completed. Many contracts require surety bonds, which are offered by surety companies. The SBA guarantee provides an incentive for surety companies to work with small businesses that would normally not be able to obtain the bond. Eligible small businesses can receive the bonding assistance necessary to compete for contracting and subcontracting jobs using the **Surety Bond Guarantee Program**. This program is aimed at small businesses that lack the financial resources or performance track record necessary to secure bonding through regular commercial channels.

Small businesses that often come to the SBA for surety bonds:

- **Startups and firms** in business less than three years
- **Businesses with credit issues** or internally prepared financial statements
- **Subcontract trades** with a desire to establish their own bonding as a prime contractor
- **Those wishing to increase** their current bonding limits

1



Surety bonds are requested

Some contracts require that the business doing the work be properly bonded.

2



Surety partners with business

Authorized surety companies provide surety bonds to businesses that meet their qualifications.

3



The SBA guarantees

The SBA guarantees surety bonds for private surety companies, so more small businesses can qualify.

4



Small businesses benefit

Small businesses get SBA-guaranteed surety bonds so they can get to work.

For Public and Private Prime Contracts and all Subcontracts

The SBA guarantees: bid, payment, performance, and ancillary bonds issued by surety companies

Cost of contract: up to \$6.5 million

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

For Federal Contracts

The SBA guarantees: bid, payment, performance, and ancillary bonds issued by surety companies—if a guarantee would be in the best interest of the government

Cost of contract: up to \$10 million

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

SBA's QuickApp Program

Typically, small businesses provide financial statements and other documentation when applying for surety bond guarantees. This process is streamlined under the **SBA's QuickApp program**, which is for contracts below \$400,000. The streamlined application reduces the normal paperwork to a simple two-page application, and the small business does not need to file any financials with the SBA.

The SBA partners with 35 surety companies and hundreds of bonding agents. Online applications submitted through SBA authorized agents are approved in less than two days for regular applications and within hours for QuickApps. Find authorized agents at sba.gov/osg.



Questions?

Do you want to discuss the advantages of the SBA's Surety Bond Guarantee Program or need to locate an SBA authorized agent? Contact a bonding specialist:

Tamara E. Murray
Denver, CO
(303) 927-3479

Kevin Valdes
Seattle, WA
(206) 553-7277

Jennifer C. Bledsoe
Washington, DC
(202) 205-6153

Assistance with Exporting

Businesses that export are less dependent on any one market. Exporting also broadens the market and stabilizes sales for those who make seasonal products.

Small businesses can enter and excel in the international marketplace using State Trade Expansion Program grants and training. Visit sba.gov/internationaltrade to find out if your state is participating. You can:

- learn how to export
- participate in foreign trade missions and trade shows
- obtain services to support foreign market entry
- translate websites to attract foreign buyers
- design international marketing products or campaigns

Financing for International Growth

The International Trade Loan can position you to enter or expand into international markets. It can also help you better compete if your business has been adversely affected by unfair trade practices.

Max loan amount: \$5 million

Interest rate: generally prime + a reasonable rate capped at 2.75 percent

Terms: up to 25 years for real estate, up to 10 years for equipment

Guarantee: up to 90 percent

Ask your SBA Lender about the **Export Express Loan** for enhancing your export development.

Max loan amount: \$500,000

Interest rate: typically not to exceed prime + 6.5 percent

Terms: up to 25 years for real estate, up to 10 years for equipment, up to seven years for lines of credit

Guarantee: up to 90 percent

Exporters looking to meet their short-term capital needs can use the **Export Working Capital Program**. Use this loan to purchase inventory to make the products you export or to finance receivables. You can apply for lines of credit prior to finalizing an export sale or contract.

Max loan amount: \$5 million

Interest rate: negotiated between lender and business, fixed or variable rate

Terms: typically one year, cannot exceed three years

Guarantee: up to 90 percent

Benefits of Exporting

Nearly 96 percent of consumers live outside the U.S., and two-thirds of the world's purchasing power is in foreign countries. If you're a small business owner, here's how to work with the SBA for your trade needs.

STEP 1 GET COUNSELING



STEP 2 FIND BUYERS



STEP 3 GET FUNDING



Expert Advice on Exporting

If you need assistance with international trade regulations, the SBA can be your advocate in foreign markets. Call toll free (855) 722-4877 or email your contact information and trade issue to international@sba.gov.

Find an SBA professional in one of the 21 U.S. Export Assistance Centers, sba.gov/tools/local-assistance/eac, located in most major metro areas. The centers are also staffed by the U.S. Department of Commerce and, in some locations, the Export-Import Bank of the United States and other public and private organizations. Also, visit your local Small Business Development Center (see page 8) for exporting assistance from professional business counselors.

CONTRACTING

Doing Business with the Government



COURTESY OF EVANS CAPACITOR CO.

Staying Power

Evans Capacitor Co. of Rhode Island was chosen as the SBA's 2018 National Small Business Subcontractor of the Year for its customer care.

WRITTEN BY JESS WALKER

Powering some of America's greatest defense and aerospace technologies is a small product from a small business located in the smallest state. Evans Capacitor Co. of Rhode Island is a leading manufacturer of high energy density capacitors, battery-like components that can release stored electrical energy quickly—crucial in applications such as laser or radar systems.

“The best and most rewarding feeling is when we have visitors to our plant, be they customers, politicians, or even from the SBA, who look around and are truly astonished by what we do right here in East Providence,” says Charles Dewey, cofounder and CEO of Evans Capacitor. “They are always smiling and surprised when they see our great employees actually building these devices by hand.”

In 1996, Dewey and his cousin and cofounder Dave Evans spun Evans Capacitor out of an old family business. Dewey handled the business model and finances, and Evans spearheaded engineering and development. Evans's hybrid capacitor invention, which combined electrolytic with electrochemical technology, had come to him in a dream. He made that dream into a reality, but the market for it was not immediately robust. A licensing deal with medical device producer Wilson Greatbatch Technologies incorporated the invention into capacitors for implantable defibrillators, jump-starting the young company.

Evans Capacitor has been a subcontractor since its beginning, with most products sold commercially to defense contractors. Its client base now extends into commercial aviation and the oil and gas industry. “Dave Evans and I decided early on that we would work on what we knew,” says Dewey. “He invented a lot of stuff, but only some things were business-viable. We stuck to what worked and built a niche.”

Evans Capacitor prides itself on its responsiveness to customers. When a client once needed a smaller product, the company repackaged its round capacitor into a square, which provided more energy using the same footprint. Another client's comments about overheating resulted in a capacitor that reduced resistance by half, effectively doubling the power while decreasing the need for cooling. “Listening to our customers is critical so we know which direction to focus our efforts,” says Colin McClennan, vice president and general manager. It's a practice that pays off in relationships and recognition: Longtime customer Lockheed Martin



COURTESY OF EVANS CAPACITOR CO.



COURTESY OF EVANS CAPACITOR CO.

Evans Capacitor built its business by being a subcontractor that sells its products to defense contractors. The company is expanding into commercial aviation and the oil and gas industry.

nominated Evans Capacitor for the 2018 National Small Business Subcontractor of the Year, which the company went on to win.

The State Trade Expansion Program, administered by the SBA's Office of International Trade, has helped Evans Capacitor smooth the peaks and valleys of production through expansion of its customer base. A national export initiative, the STEP grant awards matching funds to states and territory governments to help small businesses enter and thrive in international markets.

For the past two years, Evans Capacitor has used Rhode Island STEP funding to send representatives to global exhibits, create trade show materials, and revamp its website for international audiences. The company has been represented as far away as India, Spain, and the United Kingdom. "We've done programs with [STEP assistance] we likely wouldn't have done otherwise," says McClennan. "I expect we'll continue using it."

Running a small business can be hard, but the close-knit environment makes it worthwhile. When McClennan joined the company in 2000, he thought he'd live in Rhode Island for a year or so before moving back to Ohio. Eighteen years later, he still finds every day at the 47-employee plant engaging and ever-changing. "You're able to have such an impact in a small business," he says, "as opposed to working in a large corporation where the impact of your efforts might be much more diluted."

Dewey is happy for other entrepreneurs to learn from Evans Capacitor's experience. "We hope the SBA uses us as a model, especially to other small businesses looking to get into subcontracting and defense work," he says. "It is a daunting undertaking for a commercial company, but it's been our lives since day one, so maybe we can help." For other small businesses, no matter the industry, Dewey recommends they hone in on their niches. "Don't stray, stay focused, and be the best you can be. As Dave says, 'You have to play the hand you're dealt.' But you can learn to play it well."

How to do business with the government

- 1** Identify your product or service number at **naics.com**.
- 2** Search the FedBizOpps database (**fbo.gov**) or **web.sba.gov/subnet** to see if any federal agencies are looking for your product or service.
- 3** Attend an SBA district office workshop on contracting. Visit **sba.gov/localassistance** to find your local office.
- 4** Talk to a local Small Business Development Center counselor (see page 8) or visit a Procurement Technical Assistance Program adviser. Find your closest center at **aptac-us.org**.
- 5** Obtain a free DUNS number at **fedgov.dnb.com/webform**.
- 6** Register with the System for Award Management (**sam.gov**) to start doing business with the government.
- 7** See if you're eligible for a contracting program and start the certification process. All required documents must be uploaded to **certify.sba.gov** before submitting an offer on a contract set aside for a specific program.



SBA Contracting Programs

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

The federal government sets aside contracts for small business, and these certification programs are designed to help you compete for and win federal contracts. Visit [sba.gov/contracting](https://www.sba.gov/contracting) to learn more about set-asides and whether one or more of these government contracting programs is right for your business.

All Small Mentor-Protege Program

Looking for an opportunity to partner with a more experienced firm for mentorship? You may find that effort rewarded in the All Small Mentor-Protege Program, [sba.gov/allsmallmpp](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.
- » You must be certified as a small business within your NAICS industry classification and have experience in that field.

- » Mentors and proteges must be organized for profit or as an agricultural cooperative.
- » Mentors cannot own more than 40 percent equity in the protege's business.
- » An SBA determination of affiliation must not exist between the mentor and the protege. All Small-approved partnerships receive an exclusion of affiliation for contracting purposes.

8(a) Business Development Program

If you're an entrepreneur who is socially and economically disadvantaged, you can get business training and government contracting assistance through the 8(a) Business Development Program, [sba.gov/8a](https://www.sba.gov/8a). The program includes free business development education, training workshops, and match-making opportunities with federal buyers. Firms owned by Alaska Native Corporations, Indian tribes, Native Hawaiian organizations, and Community Development Corporations are also eligible for 8(a) business development assistance.

To be eligible for the 8(a) program, your small business must meet the following criteria:

- » qualify as a small business which is unconditionally owned and controlled by one or more socially and economically disadvantaged people of good character
- » be controlled by a U.S. citizen who lives in the United States
- » demonstrate a track record of work and that you have potential for continued success

Socially disadvantaged: those who have been subjected to racial or ethnic prejudice or cultural bias without regard to their individual qualities because of their identity as members of certain groups. The following groups of people are assumed to be socially disadvantaged: Black Americans, Native Americans, Alaska Natives, Native Hawaiians, Hispanic Americans, Asian Pacific Americans, and Subcontinent Asian Americans. A person who is not a member of one of these groups must establish that it is more likely than not that they have suffered disadvantage.

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

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



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



and Closure Act. Enter your address in our interactive map to see if your business is located in a HUBZone, maps.certify.sba.gov/hubzone/map.

- » have at least 35 percent of your employees residing in a HUBZone



Service-Disabled Veterans

If you're a service-disabled veteran looking to enter the federal marketplace, you may be eligible for this small business certification. To determine your eligibility, contact a veterans business development officer at your local SBA office, or the SBA's Office of Veterans Business Development at sba.gov/ovbd. After you have set up to do business with the government in sam.gov, update your status as a service-disabled veteran business.

Keep in mind

The SBA does not officially certify this designation, so when a contract awarded based on this eligibility is protested, the SBA will determine if your business meets the eligibility status, ownership and control requirements.

The benefits:

- » 8(a) businesses are assigned an SBA professional to help coordinate your business development assistance.
- » You could be awarded an 8(a) sole-source contract up to \$4 million for goods and services; \$7 million for manufacturing, exceptions apply.

What is an 8(a) sole-source contract? A direct awarding of a contract to an 8(a) small business that can provide the needed services.

HUBZones

Businesses located in Historically Underutilized Business Zones, HUBZones, sba.gov/hubzone, must be certified to gain special access to federal contracts. To qualify for the program, a small business must:

- » be at least 51 percent owned and controlled by a U.S. citizen(s), a Community Development Corporation, an agricultural cooperative, or an Indian tribe
- » be located within a HUBZone, which includes Indian reservations and military facilities closed by the Base Realignment

Procurement Technical Assistance Centers

Businesses that want to sell products or services to federal, state, or local governments receive one-on-one counseling and training at Procurement Technical Assistance Centers, free or low cost.

How can a procurement assistance center help you?

- » A center adviser can help you determine if your business is ready for government contracting.
- » An adviser can help you register in the System for Award Management (sam.gov).
- » Your adviser will help you see if you are eligible for any small business certifications and programs.

Federal contracting can be complex, but you don't have to do it alone. Visit sba.gov/localassistance to find your local SBA office or an SBA Resource Partner near you (see page 8).

Procurement Assistance Center

Director Otilo Castellano
Texas Tech University
2579 S. Loop 289, suite 114
Lubbock
(806) 745-3973 x220

Regional/ State Contracting Programs

Texas Historically Underutilized Business Program

Businesses certified as residing within Texas Historically Underutilized Business zones can better compete for state contracts by becoming certified, call (888) 863-5881.

Women-Owned Small Business Certification

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

Here's how to get certified:

1. Make sure you're eligible

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

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

2. Register

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

3. Certify

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

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

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

4. Update your status

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

5. Search the database

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



Progressive Casualty Ins. Co. & Affiliates. Business and Workers Compensation coverage provided and serviced by affiliated and third party insurers.



Small business is no small task.

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

Local Agent | ProgressiveCommercial.com

PROGRESSIVE
COMMERCIAL