U.S. Small Business Administration

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Small Business

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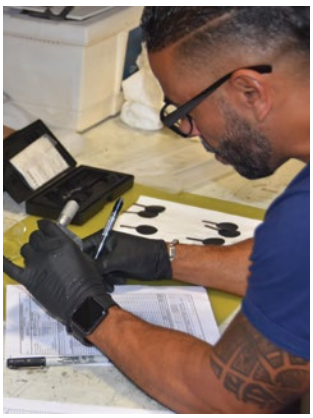

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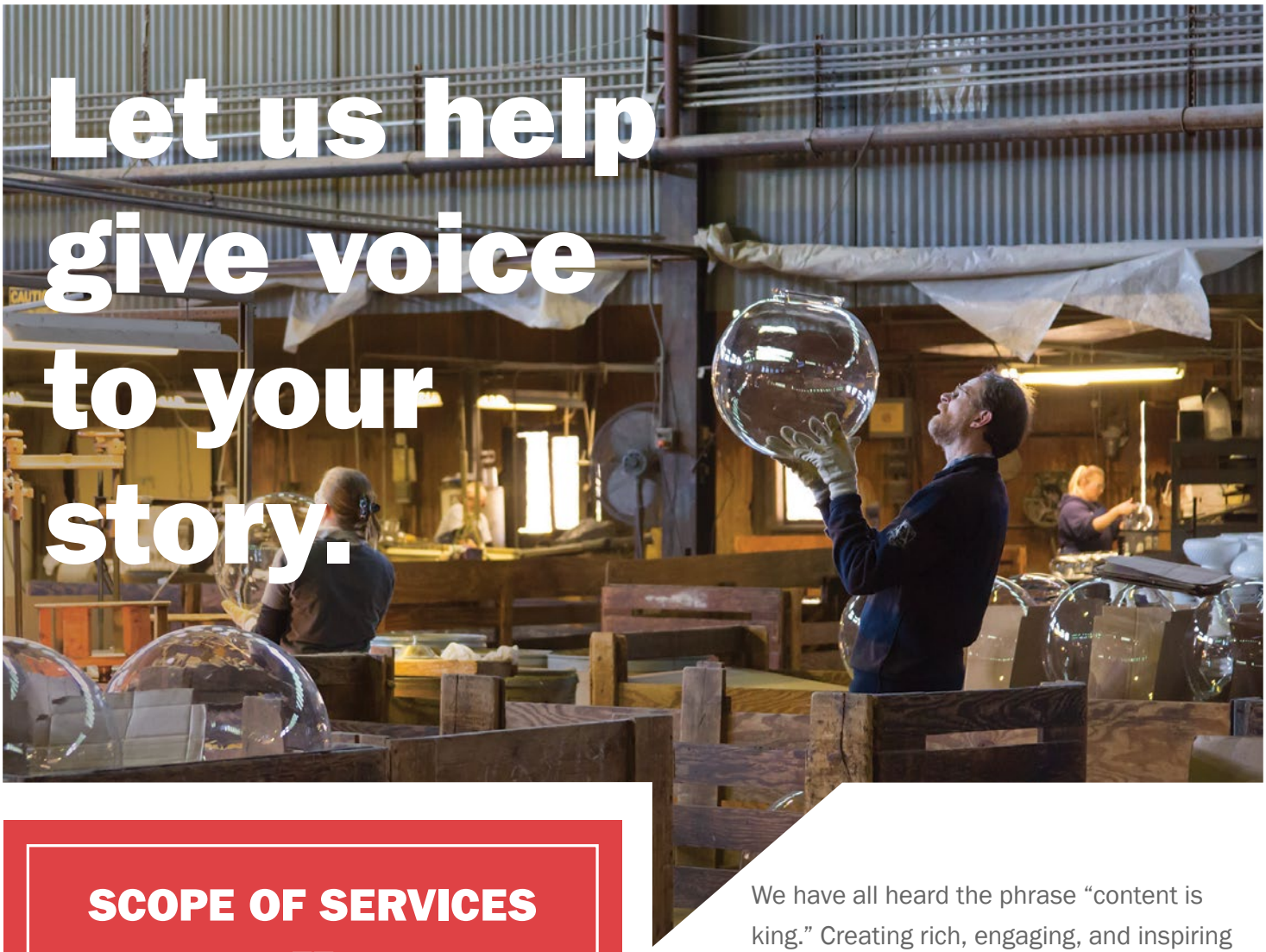

SCOPE OF SERVICES

- Brand Voice
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- Blogs
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- Email Content
- Brochures
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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 to learn how you can move your business forward with confidence.

SBA
U.S. Small Business Administration

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District Director Letter

This is a great time to start or grow a small business in Colorado. In terms of our economy, we consistently rank near the top in the country for GDP economic and employment growth. The median household income is above the national average. Colorado has experienced sustained growth in new businesses and has one of the highest business startup rates in the nation. There are several reasons for our high rates of economic success, one of which is Colorado's entrepreneurial culture. We have a population of risk-taking individuals as well as a climate that supports new businesses and diverse industries.

Small businesses are the engine that drive our nation's economy. Small businesses create two out of every three net new jobs in the private sector. In Colorado you can say small business is actually big business, since 99.5 percent of our companies qualify as small, employing more than 1.1 million, or nearly half of the private workforce in 2015. Small businesses provide vital goods and services and they give back in countless ways. Entrepreneurs are philanthropists, all while taking professional risks and enriching their personal lives. Our entrepreneurs make Colorado a better place to live, work, and play.

The U.S. Small Business Administration has the important role of helping to power the American dream of entrepreneurship. As the nation's go-to resource for small business, the SBA provides business expertise so companies can confidently start, grow, expand, or recover after a disaster. In addition to delivering valuable programs and services, the agency is also the only independent voice for small business in shaping policy and monitoring regulation—all this backed by the collective power and resources of the federal government.

The Colorado *Small Business Resource Guide* is a valuable tool in helping you find your nearest SBA Resource Partner for free or low-cost business counseling. Research SBA-backed financing. Consider if your business could be right for government contracting. The SBA Colorado District Office is committed to helping Coloradans fulfill their entrepreneurial dreams; let us know how we can be a part of your small business story.

Sincerely,

Frances Padilla
District Director
SBA Colorado District Office

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LOCAL BUSINESS ASSISTANCE

LANDMARK PEST MANAGEMENT

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**

Rebecca 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

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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.

Denver Chapter
721 19th St., suite 426
(303) 844-3985

Steamboat Springs office
1131 Bob Adams Drive
(970) 870-4491

Colorado Springs Chapter
5559 E. Pikes Peak Ave #101
(719) 636-3074

Leadville office
400 Harrison Ave., suite 100
(719) 293-2316

Monument office
166 Second St.
(719) 481-3282

Pueblo Chapter
302 N. Santa Fe Ave.
(719) 542-1704

Small Business Development Centers

Boulder SBDC
528 Main St., suite A
Longmont
(303) 442-1475

Piles Peak SBDC
559 E. Pikes Peak Ave., suite 101
Colorado Springs
(719) 667-3821

East Colorado SBDC
Kepner Hall #0025
800 17th St.
Greeley
(970) 351-4274

Larimer SBDC
320 E. Vine Drive #303
Fort Collins
(970) 498-9295

North Metro SBDC
3645 W. 112th Ave.
Westminster
(303) 404-5340

Northwest Colorado SBDC
216 Main St., suite 200B
Edwards
(970) 680-3525

Grand Junction SBDC
2591 Legacy Way
(970) 243-5242

San Luis Valley SBDC
610 State Ave.
Alamosa
(719) 589-3682

Southeast SBDC
1802 Colorado Ave.
La Junta
(719) 384-6959

Southern Colorado SBDC
121 W. City Center Drive #150
Pueblo
(719) 549-3224

Aurora South Metro SBDC
15151 E. Alameda Parkway
Aurora
(303) 326-8690

Montrose SBDC
145 S. Cascade
(303) 326-8686

Southwestern SBDC
1000 Rim Drive #136G
Durango
(970) 247-7009

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1445 Market St.
(970) 765-3130

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.

5201 Eagle Rock Ave. Northeast #2a
Albuquerque, NM
(505) 383-2403

Women's Business Center

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

Mi Casa Resource Center
345 S. Grove St.
Denver
(303) 573-1302

How to Start a Business in Colorado

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.

» **Colorado Department of Regulatory Agencies**
(303) 894-7855 or (800) 886-7675
colorado.gov/dora

» **Colorado Office of Economic Development and International Trade**
(303) 892-3840
choosecolorado.com/doing-business/small-business

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 at **sos.state.co.us**.

» **Secretary of State**
1700 Broadway, suite 200
Denver
(303) 894-2200

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.

» **State Tax**
Colorado Department of Revenue
1375 Sherman St., Denver
(303) 205-8411
colorado.gov/pacific/revenue

Denver Treasury Division
201 W. Colfax Ave., Denver
(720) 913-9500
Sales tax

Colorado Department of Revenue
(303) 205-8411
Many cities and counties levy local sales tax. The Colorado Department of Revenue collects taxes for 214 of these local governments. There are also 59 home-rule entities that collect their own tax.

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** 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.

Health & Safety

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

» **U.S. Department of Labor**
(720) 264-3250
Wage and Hour Division (800) 487-9243
1999 Broadway, suite 710, Denver
For a copy of the Small Business Handbook, visit **dol.gov/whd/foremployers.htm#laborstandards**

» **Colorado Department of Labor and Employment**
633 17th St., suite 201, Denver
(303) 318-8000
colorado.gov/pacific/cdle

Workers' Compensation
colorado.gov/pacific/cdle/dwc

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**.

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**.

» **Colorado Department of Public Health and Environment**
4300 Cherry Creek Drive South, Denver
(303) 692-2000
colorado.gov/coepht

» **Colorado Department of Agriculture**
305 Interlocken Parkway, Broomfield
(303) 869-9000
colorado.gov/agmain

Disability Compliance

For assistance with the Americans with Disabilities Act call (800) 669-3362 or visit **ada.gov**. The U.S. Access Board is a federal agency that promotes equality for people with disabilities through leadership in accessible design and the development of accessibility guidelines and standards for the built environment, transportation, communication, medical diagnostic equipment, and information technology. For technical assistance call (202) 272-0080 or visit **access-board.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.

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** or call the U.S. Patent and Trademark Office Help Center at (800)786-9199. The Rocky Mountain Regional Office in Denver, Colorado, serves Colorado, Idaho, Kansas, Montana, Nebraska, North Dakota, South Dakota, Utah, and Wyoming, **uspto.gov/denver**.

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**.

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**.

» **Colorado Secretary of State**
(303) 894-2200
sos.state.co.us/pubs/business/faqs/trademarks.html

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» **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

Economic Development

Colorado Association of Commerce & Industry
1600 Broadway, suite 1000
Denver
(303) 831-7411

Colorado Department of Economic Development
1625 Broadway, suite 2700
Denver
(303) 892-3840
choosecolorado.com

To find your local chamber of commerce for networking and events opportunities, visit **cochamber.com**.

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.

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.

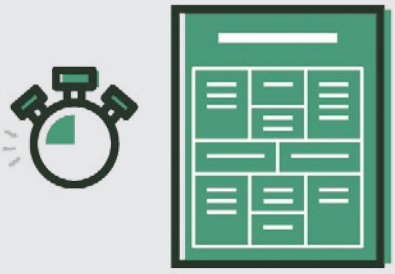
Which business plan format is right for you?

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**.

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

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

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.

Margot Adam Langstaff & Elisa Hamill

OWNERS/FOUNDERS, LIFEHEALTH
Littleton, CO

Margot Adam Langstaff and Elisa Hamill have spent their careers serving others in the healthcare industry. When it came time for them to grow their own small business, they turned to the SBA.

Margot started her career in the military as an Army medic, eventually running one of the largest outpatient clinics in the Northeast at Fort Devens, Massachusetts. After completing her service, Margot established an operating room/out-patient clinic in Haiti. She then switched her focus from clinical nursing to business, earning her MBA from Harvard Business School. Elisa has 35 years of executive experience in the healthcare industry, including creating insurance programs for small businesses. She is the cofounder of the CMEH Foundation, which provides primary care for patients in rural Cambodia. She and Margot founded LifeHealth in 2004.

- **What challenge did you have?** Margot has a military background and Elisa worked for major insurance, health and wellness companies, but we still needed a guide who could help us navigate the public marketplace. Government contracting is a daunting process.

- **What was the SBA solution?** We sought assistance from our local Veterans Business Outreach Center and Small Business Development Center, both supported by the SBA. Our business advisers pointed us toward the SBA 8(a) Business Development Program, which provides free business development education to better compete in the public sector. LifeHealth completed this program for small disadvantaged businesses and earned the 8(a) certification in 2013. The next year, we won our first Department of Defense clinical staffing contract. Margot also participated in the SBA Emerging Leaders program. The intense business trainings and networking opportunities really accelerated the growth of our small business.

  When we needed a revolving line of credit for our expansion efforts, we worked with U.S. Bank, an experienced SBA Lender. Since our bank was authorized to make credit decisions for the SBA, we were able to get the $350,000 loan quickly to meet our immediate needs. We paid off this SBA-backed loan in less than two years.

- **What benefit did this have for you?** Our 8(a) certification really kicked off a tremendous growth stage for our business. Our network expanded to 33 states that next year. We now have offices in Washington, DC and San Antonio, Texas, to better serve our clients, which includes the U.S. National Guard and the Indian Health Service. We continued to add more Department of Defense contracts. In 2016 we were able to expand to eight more states. In 2017 and 2018, we were ranked by Inc. as one of the fastest-growing private companies in America, marking a three-year growth of over 500 percent.

COURTESY OF HEALTH LIFE

“Since our bank was authorized to make credit decisions for the SBA, we were able to get the $350,000 loan quickly to meet our immediate needs.”

Margot Adam Langstaff & Elisa Hamill
Owners/Founders, LifeHealth

ADVERTISEMENT

We're Builders at Heart

Building a successful business is no easy feat. You're responsible for managing financing, cashflow, hiring, payroll, taxes—all of which are areas that are challenging enough on their own before you take into account the efforts required to find and retain profitable customers.

Whether your business is creating products or offering services, you'll need to build your brand and find a way to reach your most valuable customers and prospects.

Like you, we're builders at heart. At Facebook, we've built a company that connects billions of people around the world. Our teams are constantly iterating, solving problems and working together to empower people to build community and connect to one another in meaningful ways.

We've also built powerful tools that help millions of small businesses to expand their reach, find new customers, and subsequently drive transactions and build lasting relationships with them.

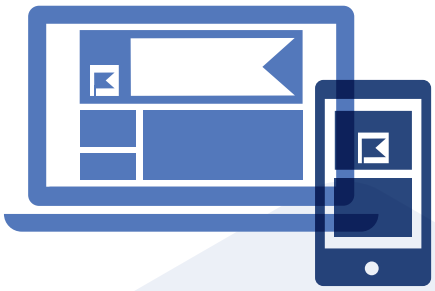
For example, Lloyd Taco, a food truck and restaurant company based in Buffalo, New York, built their business from scratch using a Facebook Business Page (and Page tools) as their go-to platform for engaging with the community. The actions they took on their page included announcing the truck's whereabouts, managing promotions and communicating directly with customers. As of mid-2018, the company reported:

- 37% of new customers learned about Lloyd Taco from Facebook
- 42,000 people reached per week, on average
- 15 hours saved per week by prescheduling Facebook post publishing

While it's easier than ever before to make your small business brand big by leveraging mobile technology and social media, we know it can be daunting for entrepreneurs and owners who are not experienced digital marketers.

That is why we created Facebook Blueprint—a global education program that offers free, self-paced courses (online and video). It will help you master the tools and create effective marketing on Facebook and Instagram. From Creating a Facebook Business Page to Audience Targeting to Campaign Measurement, there's a course for everyone whether you're a beginner or advanced.

3 Tips for Building Your Brand Online



You're building a business, which means you're also building your brand. These days, the first place people look when learning more about a business is online, and having a Facebook Business Page gives you a chance to make important information about your business easily accessible.

Here are 3 tips to set up your Facebook Business Page (and to make the most of Page tools) so you can be on your way to reaching your business goals.

1 **Create a place for people to "meet your business" online**
You can create your Facebook Business Page in minutes. It's simple, free, and looks great on both desktop and mobile. Be sure to select the Page template and action buttons (e.g. Shop Now, Send a Message, Write a Recommendation) that make the most sense for your business.

2 **Build an active and engaged audience for your business**
Grow your audience by inviting people who may be interested in what you have to offer to like your Business Page. Your audience will likely consist of a wide variety of people — friends or family who are fans of your product/content, potential customers, current customers and former customers. Posting on your Business Page is a great way to let your customers and fans know what your business is up to. Keep customers interested and engaged with product or service updates, special promotions, event notifications and more.

3 **Manage many aspects of your business from your Page**
In addition to posting, there are many more ways for you to use your Page to manage your business:

- **Encourage customers to take specific actions** - Drive more transactions with Page features tailored for your business type. For example, you can schedule appointments or take reservations, drive people to your website's shop or donate page, or provide a link for your app or game to encourage people to download.
- **Offer great customer service** - People can communicate with your business through Messenger—it's a familiar and convenient way to answer questions or help out a customer. You can even create and save responses to common inquiries to cut down on response time.
- **Post an open job** - Reach qualified job candidates where they're already spending their time—on Facebook. You can post job opportunities on your Business Page for free.
- **Share on offer** - Create coupons and discounts right from your Page to let people know about specials and deals—it can help you re-engage existing customers and attract new ones.
- **Promote an event** - If you're hosting an event for your business, you can use Facebook Events to spread the word. Share key details (time, location, etc.), increase attendance and sell tickets.
- **Sell things on Marketplace** - Connect your products and services to your local community by listing things to Facebook Marketplace. You can target buyers on the go with mobile-friendly listings.

Want to grow your business but don't know where to start?

Download and print your free 'Grow Your Business' digital infographic which provides a list of recommended online courses for 6 marketing challenges commonly faced by businesses.

https://fb.me/start-your-learning-here

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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.”

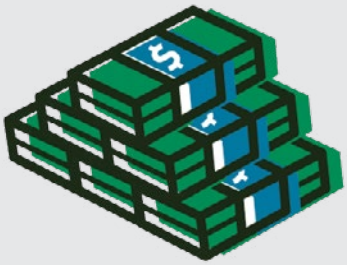
At a time when print shops routinely struggle and fail, Printing Palace has secured its place. “Revenues have stayed steady,” Moralez says. “But we’ve streamlined everything, so we’re a lot more efficient and profitable than we were. In an industry that peaked 10 years ago and has slowly been in decline, 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

Our SBA lenders serve all Colorado unless otherwise noted.

AKRON

Akron FCU
676 E. First St.
(970) 345-2623

Citizens National Bank of Akron
101 Main Ave.
(970) 345-2226

ALAMOSA

Alamosa State Bank
2225 Main St.
(719) 589-2564

First Southwest Bancorporation Inc.
720 Main St.
(866) 641-3792

San Luis Valley Federal Bank
401 Edison Ave.
(719) 589-6653

ANTONITO

Guadalupe Parish CU
217 W. Third Ave.
(719) 376-5413

ARVADA

Chase
5250 Wadsworth Bypass
(303) 422-3150

Fidelis Catholic FCU
6320 Olde Wadsworth Blvd.
(303) 424-5037

Partner Colorado CU
6221 Sheridan Blvd.
(303) 431-3401

Sooper CU
5005 W. 60th Ave.
(303) 427-5005

ASPEN

Alpine Bank
119 Aspen Business Center, unit E
(970) 920-4800

Aspen Bancshares Inc.
534 E. Hyman Ave.
(970) 925-6700

Chase
419 E. Hyman Ave., unit 2
(970) 452-4030

AULT

Farmers Bank
119 First St.
(970) 834-2121

AURORA

Aurora FCU
610 Abilene St., suite 100
(303) 755-2572

Aurora Schools FCU
751 Chambers Road
(303) 360-0987

CEDS Finance
1450 S. Havana St.
(303) 356-8165

Chase
1101 S. Buckley Road
(303) 745-7687

14601 E. Colfax Ave., unit A
(303) 344-0292

15300 E. Iliff Ave.
(303) 745-3870

1627 S. Havana St.
(303) 368-5134

3501 S. Tower Road
(303) 766-0265

16750 E. Quincy Ave.
(303) 617-3327

Citywide Financial Inc.
13731 E. Mississippi Ave.
(303) 365-4000

FirstBank
4271 S. Buckley Road
(303) 237-5000

15250 E. Mississippi Ave.
(303) 755-1000

Fitzsimons FCU
2201 N. Fitzsimons Parkway
(303) 340-3343

Wells Fargo Bank
999 S. Sable Blvd.
(303) 752-8000

AVON

FirstBank of Beaver Creek
26 Avondale Lane
(970) 949-0100

BASALT

Alpine Bank
137 Midland Ave.
(970) 927-3101

BOULDER

Affiliated National Bank-Boulder
1360 Walnut St.
(303) 394-5437

AMG National Trust Bank
1155 Canyon Blvd., suite 310
(303) 447-8877

Chase
1301 Canyon Road
(303) 245-6660

1310 College Ave.
(303) 474-3295

Clean Energy FCU
4571 Broadway St.
(720) 479-7900

Elevations CU
2300 55th St.
(303) 443-4672

FirstBank at 30th/Arapahoe
1650 30th St.
(303) 530-1000

FirstBank of Table Mesa
3600 Mesa Table Drive
(303) 494-8100

FlatIrons Bank
1095 Canyon Blvd., suite 100
(303) 530-4999

Premier Members CU
5505 Arapahoe Ave.
(303) 442-8850

Sunflower Bank
1738 Pearl St.
(720) 931-5969

Wells Fargo Bank
1420 Canyon Blvd.
(303) 443-2400

BRECKENRIDGE

FirstBank of Breckenridge
200 Ski Hill Road
(970) 453-1000

BRUSH

Farmers State Bank of Brush
200 Clayton St.
(970) 842-5101

Wray State Bank
731 E. Edison St.
(970)840-3090

BURLINGTON

Bank of Burlington
410 14th St.
(719) 346-5376

CALHAN

Farmers State Bank of Calhan
1500 Eighth St.
(719) 347-2727

CANON CITY

First National Bank of Canon City
531 Main St.
(719) 275-2311

Fremont Bank Corp.
532 Main St.
(719) 275-3344

Pueblo Bank and Trust Co.
1401 Main St.
(719) 269-9100

CARBONDALE
Alpine Bank
0326 Highway 133
(970) 963-3040

CASTLE ROCK
Affiliated National Bank
3851 Sol Danza Drive
(303) 394-5670

BankVest Inc.
7505 Village Square Drive, suite 101
(720) 733-2516

CENTENNIAL
Arapahoe CU
3999 E. Arapahoe Road
(303) 740-7063

Columbine FCU
4902 Dry Creek Road
(720) 283-2346

Metrum Community CU
6980 S. Holly Circle
(303) 770-4468

Redstone Bank
15765 E. Arapahoe Road
(720) 880-5000

CHEYENNE WELLS
Eastern Colorado Bank
10 S. First St.
(719) 775-0990

CLIFTON
Alpine Bank
570 32 Road
(970) 434-5600

COLORADO SPRINGS
5 Star Bank
10989 New Allegiance Drive
(719) 260-8150

104 S. Cascade Ave.
(719) 475-7827

455 W. Paine St.
(719) 574-2777

Air Academy FCU
9810 N. Union Blvd.
(719) 593-8600

American Bank of Commerce
434 S. Tejon
(719) 667-8000

Aventa CU
2735 Dublin Blvd.
(800) 555-6665

Central Bancorp Inc
1 S. Nevada Ave., suite 200
(719) 228-1100

Citadel Bancorporation
730 Citadel Drive East
(719) 597-0170

Ent CU
7250 Campus Drive
(800) 525-9623

First Bank
3505 Austin Bluff Parkway
(719) 576-7200

NBH Bank
5175 N. Academy Blvd.
(719) 528-4000

Pikes Peak CU
1616 N. Circle Drive
(719) 473-5962

Pikes Peak National Bank
2401 W. Colorado Ave.
(719) 473-5310

Stockmens Bank
25 N. Cascade, suite 100
(719) 955-2800

Wells Fargo Bank
902 N. Cascade Ave.
(800) 869-3557

COMMERCE CITY
Community Choice CU
6921 E. 72nd Ave.
(303) 287-8025

CORTEZ
First National Bank
2258 E. Main St.
(970) 565-3781

CRAIG
St. Michael's FCU
678 School St.
(970) 824-2668

DEL NORTE
Del Norte Bank
705 Grand Ave.
(719) 657-3376

DELTA
Delta County FCU
100 Circle Drive
(970) 874-7674

DENVER
Affiliated National Bank
3033 E. First Ave.
(303) 394-5143

Alpine Bank
4949 S. Niagara St., suite 100
(303) 773-3086

Bank of Denver
810 E. 17th Ave.
(303) 572-3600

Bankers' Bank of the West
1099 18th St., suite 2700
(303) 291-3700

Canvas CU
7055 E. Evans Ave.
(303) 691-2345

Chase
1125 17th St.
(303) 244-3283

Citywide Banks
1800 Larimer St., suite 100
(303) 365-3800

Citywide Banks of Colorado Inc.
6500 E. Hampden Ave., suite 203
(303) 365-3770

CoBiz Bank
1401 Lawrence St., suite 102
(303) 293-2265

Colorado Bankers Association
140 E. 19th Ave., suite 400
(303) 825-1575

Colorado Enterprise Fund
1888 Sherman St., suite 530
(303) 860-0242

Colorado Lending Source
1441 18th St.
(303) 657-0010

Colorado National Bancorp
700 17th St., suite 100
(720) 214-0770

Colorado United CU
1501 Del Norte St.
(800) 828-2274

Community Economic Development Co. of Colorado
800 W. Eighth Ave.
(303) 893-8989

Credit Union of Colorado
1390 Logan St.
(800) 444-4816

Denver Community CU
1075 Acoma St.
(303) 573-1170

Denver Fire Department FCU
12 Lakeside Lane
(303) 228-5300

Denver Urban Economic Development Corp.
140 E. 19th Ave.
(303) 861-4100

First Western Trust Bank
1900 16th St., suite 1200
(303) 531-8100

FirstBank at 9th/Corona
1155 E. Ninth Ave.
(303) 333-1000

FirstBank of Denver
8901 E. Hampden Ave.
(800) 964-3444

FirstSun Capital Bancorp
1400 16th St.
(303) 389-2611

Fortis Financial Inc.
1550 17th St., suite 100
(720) 616-4000

Guaranty Bank and Trust Co.
1331 17th St.
(303) 298-6977

Immito
1764 N. Gilpin St.
(720) 542-6060

Mapleton Public Schools FCU
591 E. 80th Ave.
(303) 288-2066

Mountain West Credit Union Association
1009 Grant St.
(303) 427-1697

Native American Bank
999 18th St., suite 2460
(303) 988-2727

Rocky Mountain Law Enforcement FCU
700 W. 39th Ave.
(303) 458-6660

Sunflower Bank
1573 Market St.
(303) 297-0333

Wells Fargo Bank
1050 17th St.
(303) 899-4625

Westerra CU
3700 E. Alameda Ave.
(800) 858-7212

White Crown FCU
2001 Lincoln St., suite 100
(303) 534-4448

Young Americans Education Foundation
3550 E. First Ave.
(303) 321-2265

DOLORES

Dolores State Bank
101 S. Sixth St.
(970) 564-1400

DURANGO

Bank of the San Juans Bancorporation
144 E. Eighth St.
(970) 247-1818

NBH Bank
1701 Main Ave.
(970) 259-0212

Southwest Colorado FCU
15 Bodo Drive
(970) 247-5204

EAGLE

Alpine Bank
0205 E. Chambers Ave.
(970) 328-1666

EDGEWATER

FirstBank of Edgewater
5505 W. 20th Ave.
(303) 237 5000

ENGLEWOOD

First Financial Bank
12500 E. Belford Ave.
(844) 828-7740

Firstbank
8600 E. Arapahoe Road
(303) 462-4020

ESTES PARK

Bank of Estes Park
255 Park Lane
(970) 586-4485

EVERGREEN

Bergen Park National Bank
1542 Colorado Highway 74
(303) 674-2700

Evergreen National Bank
28145 Highway 74
(303) 674-2700

FLAGLER

High Plains Bank
329 Main Ave.
(719) 765-4000

FLEMING

The First National Bank of Fleming
201 N. Logan Ave.
(970) 265-2555

FLORENCE

Rocky Mountain Bank and Trust
101 E. Main St.
(719) 784-6316

FORT COLLINS

Advantage Bank
4532 McMurry Ave.
(970) 204-0450

Affiliated National Bank-Fort Collins
2108 Milestone Drive
(970) 282-2400

Bank of Colorado
1609 E. Harmony Road
(970) 206-1160

Centennial Bank of the West
4650 Royal Vista Circle
(970) 266-0505

Chase
1275 E. Magnolia St.
(970) 472-6149

First National of Colorado Inc.
205 W. Oak St.
(970) 494-6111

Guaranty Bank and Trust Co.
1550 E. Harmony Road
(970) 267-6877

NBH Bank
1044 W. Drake Road
(970) 224-5100

Verus Bank of Commerce
3700 S. College Ave., unit 102
(970) 204-1010

Wells Fargo Bank
401 S. College
(970) 490-6275

FORT MORGAN

Farmers State Bank
123 E. Kiowa Ave.
(970) 867-3319

FMS Bank
520 Sherman St.
(970) 867-3319

Fort Morgan Schools FCU
300 Deuel St.
(970) 867-4028

Sterling FCU
709 E. Railroad Ave.
(970) 867-3383

FOWLER

Fowler State Bank
201 Main St.
(719) 263-4276

GLENWOOD SPRINGS

Alpine Bank
2200 Grand Ave.
(970) 945-2424

50891 Highways 6 & 24
(970) 945-9700

Bank of Colorado
901 Grand Ave.
(970) 945-7422

Wells Fargo Bank
205 E. Meadow Drive
(970) 384-4470

GOLDEN

Credit Union of the Rockies
1010 Johnson Road, suite 350
(303) 273-5200

Guaranty Bank and Trust Co.
16800 W. Colfax Ave.
(303) 298.6850

On Tap CU
816 Washington Ave.
(303) 279-6414

GRANBY

Grand Mountain Bancshares Inc.
337 E. Agate Ave.
(970) 887-1221

GRAND JUNCTION

American National Bank of Grand Junction
Third & Rood
(970) 242-5211

Bank of Colorado-Western Slope
200 Grand Ave.
(970) 245-1600

Coloramo FCU
516 28 Road
(970) 243-7280

First National Bank-North
2302 North Ave.
(970) 243-3503

Grand Junction FCU
910 Main St.
(970) 243-1370

Grand Valley Corp.
570 25 Road
(970) 241-4400

Harmony FCU
504 Court Road
(970) 242-3100

Home Loan State Bank
205 N. Fourth St.
(800) 576-6428

NBH Bank
101 Main St.
(970) 263-8800

Rio Grande FCU
760 Rood Ave.
(970) 243-7330

Timberline Bank
633 24 Road
(970) 683-5560

Wells Fargo Bank
2808 North Ave.
(970) 242-8822

359 Main St
(970) 243-1611

Western Rockies FCU
2302 North Ave.
(970) 243-2434

GREELEY

1st Choice Bank
2164 35th Ave.
(303) 607-4680

Advantage Bank
1801 59th Ave.
(970) 353-0047

Bank of Choice Holding Co.
3780 W. 10th St.
(970) 506-1000

Cache Bank & Trust
4601 W. 20th St.
(970) 351-8600

First FarmBank
2939 65th Ave.
(970) 346-7900

Northern Colorado CU
2901 S. 27th Ave.
(970) 330-3900

Wells Fargo Bank
1025 Ninth Ave.
(970) 378-3104

GREENWOOD VILLAGE

AMG National Corp.
6295 Greenwood Plaza Blvd.
(303) 694-2190

Bellco CU
7600 E. Orchard Road,
suite 400 north
(303) 689-7800

Collegiate Peaks Bancorporation
7000 E. Belleview Ave. #315
(303) 481-1301

Colorado Community Bank
7800 E. Orchard Road
(720) 554-6650

Colorado Federal Savings Bank
8400 E. Prentice Ave., suite 840
(303) 793-3555

Community Bankshares Inc.
5570 DTC Parkway
(720) 529-3336

First American State Bank
8390 E. Crescent Parkway,
suite 100
(303) 694-6464

NBH Bank
7800 E. Orchard Road, suite 200
(720) 529-3372

Sunflower Bank
5299 DTC Blvd.
(303) 615-5500

GUNNISON

Gunnison Bank and Trust Co.
232 W. Tomichi Ave.
(970) 641-0320

Gunnison Savings & Loan Association
303 N. Main
(970) 641-2171

Haxtun Community FCU
229 S. Colorado Ave.
(970) 774-7396

HOLYOKE

Holyoke Community FCU
101 W. Denver St.
(970) 854-3109

HOTCHKISS

First State Bank of Colorado
102 E. Bridge St.
(970) 872-3111

HUGO

The First National Bank of Hugo
321 Fourth St.
(719) 775-8882

JOHNSTOWN

First National Bank of Johnstown
100 Johnstown Center Drive
(970) 495-9450

JULESBURG

CO-NE FCU
113 Cedar St.
(970) 474-2617

First National Bank
Third & Cedar
(970) 474-3341

LA JUNTA

Ark Valley Independent Bank
405 Colorado Ave.
(719) 384-5901

Colorado Bank and Trust Co.
301 Colorado Ave.
(719) 384-8131

State Bank
124 Colorado Ave.
(719) 384-5901

LAKEWOOD

Citywide Bank of Lakewood
3345 S. Wadsworth
(303) 365-8040

Credit Union of Denver
9305 W. Alameda Ave.
(800) 279-3288

FirstBank
10403 W. Colfax Ave.
(303) 233-6561

Foothills CU
7990 W. Alameda Ave.
(720) 962-8200

Solera National Bank
319 S. Sheridan Blvd.
(303) 209-8600

LAMAR

Community State Bank
717 N. Main St.
(719) 336-3272

Fellowship CU
803 E. Olive St.
(719) 336-5511

Frontier Bank
200 S. Main St.
(719) 336-4351

LAS ANIMAS

First National Bank of Las Animas
535 Bent Ave.
(719) 456-1512

LITTLETON

Colorado CU
8331 Continental Divide Road
(800) 828-2274

FirstBank at Wadsworth/ Coal Mine
6701 S. Wadsworth Blvd.
(303) 763-2700

Red Rocks CU
8195 Southpark Lane
(303) 471-7625

Wells Fargo Bank
5050 S. Federal Blvd.
(303) 347-3018

LONGMONT

FirstBank of Longmont
1707 N. Main St.
(303) 772-5500

Premier Members CU
2142 Main St.
(303) 657-7000

Sunflower Bank
25 E. Ken Pratt Blvd.
(303) 651-2542

LOVELAND

Advantage Bancorp Inc.
1475 N. Denver Ave.
(970) 613-1982

Affiliated National Bank
808 W. Eisenhower Blvd.
(970) 744-2330

Guaranty Bank and Trust Co.
2695 W. Eisenhower Blvd.
(970) 454-5455

MCCLAVE

McClave State Bank
101 E. First St.
(719) 829-4577

MONTE VISTA

Rio Grande Savings & Loan Association
901 First Ave.
(719) 852-5933

MONTROSE

Nuvista FCU
2711 Commercial Way
(970) 249-8813

Region 10 LEAP for Economic Development
145 S. Cascade
(970) 249-2436

San Juan Mountains CU
1102 S. Cascade
(970) 249-5319

MONUMENT

Integrity Bank & Trust
1275 Village Ridge Point
(719) 484-0077

NORTHGLENN

Horizons North CU
11455 Pearl St.
(303) 451-1146

OLATHE

Olathe FCU
308 Main St.
(970) 323-5773

OURAY
Citizens State Bank of Ouray
600 Main St.
(970) 325-4478

PAGOSA SPRINGS
First Southwest Bank
249 Navajo Trail Drive
(970) 946-6160

Wells Fargo Bank
50 Harman Park Drive
(970) 731-6338

PALISADE
Colorado National Bank
600 W. Eighth St.
(970) 464-0555

PAONIA
First Colorado National Bank
133 Grand Ave.
(970) 527-4141

PARKER
Champion Bank
16790 Centre Court
(303) 840-8484

Community Bank of Parker
19590 E. Main St.
(303) 841-5800

Westerra CU
10169 Parker Road
(800) 858-7212

PUEBLO
Minnequa Works CU
4700 Eagleridge Circle
(719) 544-6928

Power CU
1615 E. Evans
(719) 564-0710

Pueblo Bank and Trust Co.
301 W. Fifth St.
(719) 545-1834

Pueblo Horizons FCU
1825 Hood Ave.
(719) 542-5773

Sunflower Bank
510 W. 29th St.
(719) 565-4200

Sunwest Educational CU
4141 Sovereign Circle
(719) 275-3261

SALIDA
High Country Bank
7360 W. Highway 50
(719) 530-8888

Mountain River CU
205 E. Third St.
(719) 539-2968

SPRINGFIELD
Peoples CU
125 Main St.
(719) 523-6250

STEAMBOAT SPRINGS
Yampa Valley Bank
600 S. Lincoln Ave., suite 100
(970) 879-2993

THORNTON
FirstBank
3801 E. 120th Ave.
(303) 452-3000

North Valley Bank
9001 N. Washington St.
(303) 452-5500

TRINIDAD
First National Bank
100 E. Main St.
(719) 846-9881

USAF ACADEMY
Air Academy National Bancorp
(720) 208-7438

VAIL
FirstBank of West Vail
2271 N. Frontage Road West
(970) 476-8000

WALDEN
Mountain Valley Bank
461 Main St.
(970) 723-8221

WESTMINSTER
Mountain View Bank of Commerce
12365 Huron St., suite 1600
(303) 243-5400

Premier Members CU
8440 Federal Blvd.
(303) 657-7000

Westminster FCU
9053 Harlan St., suite 10
(303) 427-6466

WHEAT RIDGE
BCS Community CU
4203 Wadsworth Blvd.
(303) 425-6627

WILEY
Legacy Bank
220 Main St.
(719) 829-4811

WINDSOR
Points West Community Bank
1291 Main St.
(970) 686-0878

Wray State Bank
1130 Main St.
(970) 674-1488

WOODLAND PARK
Park State Bank & Trust
710 W. Highway 24
(719) 687-9234

WRAY
First Pioneer Bank Corp.
145 W. Fourth St.
(970) 332-4824

Wray State Bank
300 Clay St.
(970) 332-4111

YUMA
Yuma County FCU
419 W. Eighth St.
(970) 848-3823

Participating Certified Development Companies

Colorado Lending Source
518 17th St., suite 1800
Denver
(303) 657-0010
coloradolendingsource.org

Community Economic Development Co. of Colorado, dba Small Business Finance Corp.
800 W. Eighth Ave., suite 103
Denver
(303) 893-8989
cedco.org

Preferred Lending Partners
140 E. 19th St., suite 202
Denver
(303) 861-4100
preferredlendingpartners.net

Pikes Peak Regional Development Corp.
322 S. Cascade Ave.
Colorado Springs
(719) 471-2044
pprdc.com

Participating Microlenders

Community Enterprise Development Services
(303) 569-8165
cedsfinance.org

Colorado Enterprise Fund
(303) 860-0242
coloradoenterprisefund.org

Mi Casa Resource Center
(303) 573-1302
micasaresourcecenter.org

Minority Business Office
(303) 892-3840
mbocolorado.com

Region 10 LEAP
(970) 249-2436
region10.net

Region 9 Economic Development District of SW Colorado
Executive Director
Laura Lewis Marchino
(970) 247-9621

Community Advantage Lenders

Accion
(303) 904-9362
accion.org

Colorado Enterprise Fund
(303) 860-0242
coloradoenterprisefund.org

Colorado Lending Source
(303) 657-0010
coloradolendingsource.org

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Business **assistance & consulting** services

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As Colorado's leading non-profit lender since 1976, we know what it takes to help small businesses make it big. Our experienced consulting team will work with you to provide personalized coaching on areas like business planning, accounting, marketing/sales, and more to help your business succeed. With our flexible loan programs, when others tell you, "No," we can say, "Yes!"

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ALADDIN MARKET

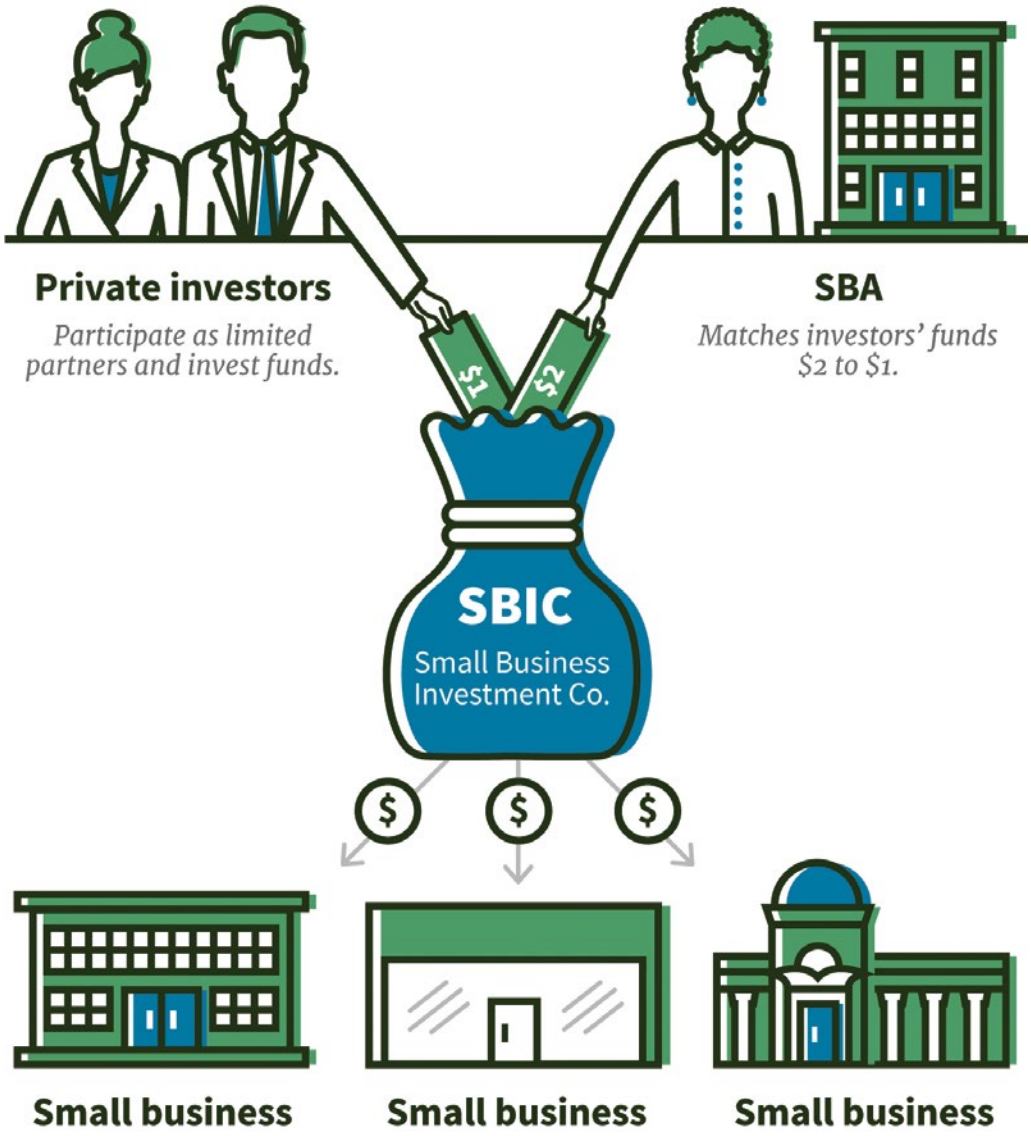
CLEMENTINE ART

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.

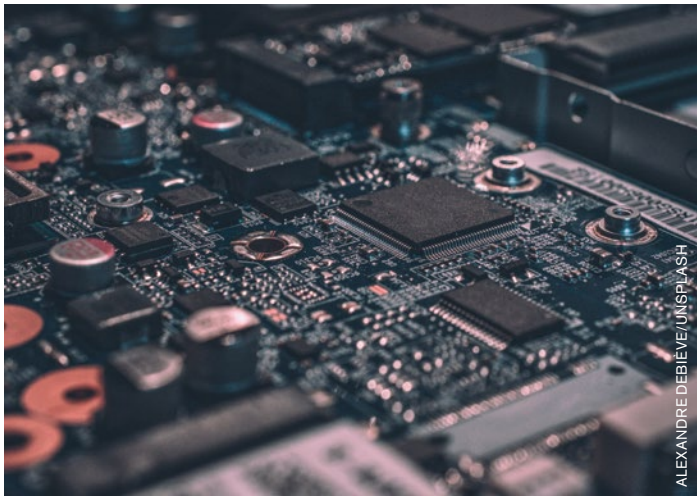
Mature, profitable businesses with sufficient cash flow to pay interest are more likely to receive an investment from an SBIC. Each one has its own investment profile in terms of targeted industry, geography, company maturity, the types and size of financing they provide. Search the SBIC directory by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

OUSA CHEA/UNSPLASH


ALEXANDRE DEBIEVE/UNSPLASH

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** 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

COURTESY OF FOREST LAKE DRAPERY AND UPHOLSTERY FABRIC CENTER

FOREST LAKE DRAPERY AND UPHOLSTERY FABRIC CENTER

FOREST LAKE DRAPERY AND UPHOLSTERY FABRIC CENTER

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

FOREST LAKE DRAPERY AND UPHOLSTERY FABRIC CENTER

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 camraderie 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

COURTESY OF THREE BROTHERS BAKERY

COURTESY OF THREE BROTHERS BAKERY

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

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.

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

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

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** 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.** 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**. 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

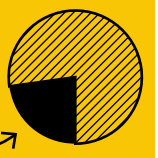
The U.S. government is the largest single purchaser of goods and services in the world. Every year it awards more than

$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**

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 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.

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).

Colorado PTAC Headquarters
559 E. Pike Peak Ave., suite 101
Colorado Springs
(719) 667-3845

Adams County Economic Development Center
12200 Pecos St., suite 100
Westminster
(303) 453-8512

Jefferson Economic Council Building
1667 Cole Blvd., building 19, suite 400
Golden
(719) 493-0553

Aurora Chamber of Commerce
14305 E. Alameda Ave., suite 300
(303) 365-4921

Economic and Workforce Development Office
200 W. Oak St., suite 5000
Fort Collins
(719) 644-8210

630 15th Ave., suite 100A
Longmont
(303) 651-0128

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.

"Now that I own 100% of the bakery, I can focus on growing the business to meet the needs of my customers, namely providing the best breads to the best restaurants in Colorado."

Willie Ramirez
Bluepoint Bakery | Denver, CO

Daniel O'Meara
303.618.7550

Long time Employee Acquires Bakery Business with $2,675,000 SBA Loan

44 BUSINESS CAPITAL
A Division of Berkshire Bank

SBA loans from $500,000 to $5,000,000

Member FDIC EQUAL HOUSING LENDER

44BUSINESSCAPITAL.COM

The Point at Inverness | 8310 S. Valley Hwy Suite 300 | Englewood, CO 80112

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