



U.S. Small Business
Administration

NEW MEXICO EDITION 2019-2020

Small Business

RESOURCE GUIDE

A photograph of a man with a full beard and sunglasses, wearing a dark cap and a green t-shirt, pouring a large quantity of dark purple grapes from a white plastic bucket into a clear plastic container. The background shows a bright blue sky and a white structure, possibly a winery or processing facility. The foreground is filled with a close-up of the grapes, creating a sense of abundance and freshness.

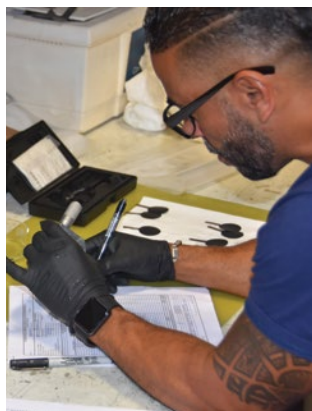
**How To
Grow
Your
BUSINESS
in New Mexico**



CONTENTS



New Mexico Edition 2019-2020



Local Business Assistance

- 8 National Success Story**
Rebecca Fyffe launched Landmark Pest Management with the help of the SBA-supported Women's Business Development Center.
- 11 Local SBA Resource Partners**
- 13 Your Advocates**
- 16 How to Start a Business**
- 19 Write Your Business Plan**
- 22 Programs for Entrepreneurs**
- 23 Programs for Veterans**
- 24 Local Success Story**
Jasper Riddle returned to his hometown, Ruidoso, New Mexico, to become an entrepreneur and follow in his family footsteps—the SBA helped him expand and grow that legacy.

ON THE COVER Jasper Riddle, photo courtesy of Noisy Water Winery and Cellars

Funding Programs

- 26 National Success Story**
With the help of a 7(a) business acquisition loan of \$1.1 million, Mark Moralez and John Briggs purchased Printing Palace in Santa Monica becoming small business owners.
- 29 Need Financing?**
- 30 SBA Lenders**
- 35 Federal Research & Development**
- 35 Investment Capital**
- 36 National Success Story**
Forest Lake Drapery and Upholstery Fabric Center in Columbia, South Carolina, rebounds thanks to an SBA disaster assistance loan.
- 38 National Success Story**
Three Brothers Bakery weathers two hurricanes with the help of the SBA's disaster assistance program.
- 40 SBA Disaster Loans**
- 41 How to Prepare Your Business for an Emergency**
- 42 Surety Bonds**
- 44 Assistance with Exporting**

Contracting

- 45 National Success Story**
Evans Capacitor Co. of Rhode Island, a leading manufacturer of high-energy density capacitors, gains contracting success with SBA assistance.
- 48 SBA Contracting Programs**
- 50 Woman-Owned Small Business certification**



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@SBA_NewMexico

District Director Letter

Welcome to the 2019 edition of the U.S. Small Business Administration's New Mexico District Office *Small Business Resource Guide*. The SBA New Mexico District Office partners with local business counselors, lenders, community leaders, and economic development groups to deliver SBA programs and services across our state. The SBA helps make the American dream of small business ownership a reality, helping New Mexico's 160,000 small businesses at every stage of development. We are the only federal agency dedicated to helping our 30 million small businesses start, grow, expand, and recover after a disaster.

Across New Mexico in the last year, we empowered the state's small businesses to:

- Find an ally, advocate or mentor via our SBA Resource Partners, which includes SCORE, Small Business Development Centers, Women's Business Centers, and the Veterans Business Outreach Center, all powered by the SBA.
- Access over \$179 million in SBA-guaranteed loans using 30 local banks, credit unions, community-based lenders, and microlenders. These 365 businesses that received SBA financing have hired thousands of new employees, bought needed equipment, and built or renovated facilities.

Federal contracts create jobs in our communities and boost the local economy. The federal government met its small business contracting goal for the fifth consecutive year in 2017-2018, awarding a record \$105 billion to small businesses, \$2.1 billion of which came to small businesses in New Mexico.

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

Sincerely,



John Garcia
New Mexico District Director
U.S. Small Business Administration



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LOCAL BUSINESS ASSISTANCE

Bitten by the Business Bug

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

WRITTEN BY ZACK HAROLD



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

300 SCORE chapters

980 Small Business Development Centers

100 Women's Business Centers

20 Veterans Business Outreach Centers

SCORE

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

SMALL BUSINESS DEVELOPMENT CENTERS

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

WOMEN'S BUSINESS CENTERS

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

VETERANS BUSINESS OUTREACH CENTERS

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

Our Local SBA Resource Partners

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



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

SCORE

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

Albuquerque Chapter #67

Chair Walter Paul
500 Gold Ave. Southwest, suite 11409
(505) 248-8232
albuquerque.score.org

Las Cruces Chapter #397

Chair Doug Butler
Loretto Towne Center
505 S. Main St., suite 125
Las Cruces
(575) 523-5627
lascruces.score.org

Santa Fe Chapter #373

Chair Bob Gallatin
Montoya Federal Building
120 S. Federal Place, room 307
Santa Fe
(505) 988-6302
santafe.score.org

Small Business Development Centers

New Mexico SBDC Lead Center

State Director Russel Wyrick
Santa Fe Community College
6401 Richards Ave.
(505) 428-1362 or (800) 281-7232
Fax (505) 428-1469
nmsbdc.org

Central New Mexico Community College SBDC

Workforce Training Center
Director Tim Harjo
5600 Eagle Rock Ave. Northeast
Albuquerque
(505) 224-5250

Satellite offices by appointment: Albuquerque Hispano Chamber of Commerce

1309 Fourth St. Southwest
(505) 224-5250

Bernalillo El Zocalo Plaza

282 S. Camino Del Pueblo., suite 2A
(505) 224-5250

Montoya Campus

4700 Morris St. Northeast, room TW-103C
Albuquerque
(505) 224-5250

Rio Rancho Campus

2601 Campus Blvd. Northeast, room RR-121C
(505) 224-5250

Fat Pipe Rio Rancho-AMREP Building

333 NM 528, suite LL-100
Rio Rancho
(505) 224-5250

Clovis Community College SBDC

Director Sandra Taylor-Sawyer
417 Schepps Blvd.
(575) 769-4136

Dona Ana Community College SBDC

Workforce Center
Director Jo Ann Garay
2345 E. Nevada Ave., suite 101
Las Cruces
(575) 527-7676

Eastern New Mexico University-Roswell SBDC

Director Scott Bucher
20 W. Mathis St.
(575) 624-7133

Luna Community College SBDC

Director Don Bustos
366 Luna Drive
Las Vegas
(505) 454-2582

Mesalands Community College SBDC

Director Vicki Watson
911 S. 10th St.
Tucumcari
(575) 461-4413 x140

New Mexico Junior College SBDC

Director Brandon Hunt
1 Thunderbird Circle
Hobbs
(575) 492-4700

NMSU-Alamogordo SBDC

Director Trish Livingston
2400 N. Scenic Drive
(575) 439-3660

ENMU-Ruidoso SBDC

709 Mechem Drive
(575) 439-3660, by appointment

NMSU-Carlsbad SBDC

221 S. Canyon
(575) 885-9531

NMSU-Grants SBDC

Director Denise Chavez
701 E. Roosevelt Ave.
(505) 287-6688

Northern New Mexico College SBDC

Director Julianna Barbee
921 Paseo de Onate
Española
(505) 747-2236

San Juan College SBDC

Director Carmen Martinez
5101 College Blvd.
Farmington
(505) 566-3528

Santa Fe Community College SBDC

Santa Fe Higher Education Center
Director Brian DuBoff
1950 Siringo Road
(505) 428-1343

UNM-Gallup SBDC

Director Cynthia Jarvison
106 W. Highway 66
(505) 722-2220

UNM-Los Alamos SBDC

Director Joseph Montes
4000 University Drive
(505) 662-0337

UNM-Taos SBDC

Director Anwar Kaelin
115 Civic Plaza Drive
(575) 737-6214

UNM-Valencia SBDC

Director Wayne Abraham
280 La Entrada
Los Lunas
(505) 925-8980

Satellite offices by appointment:

Belen
Belen Business Center
719 S. Main St.
(505) 925-8980

Socorro
Socorro Public Library
401 Park St.
(505) 925-8980

Western New Mexico University SBDC

Watts Hall
Director Jane Janson
500 18th St.
Silver City
(575) 538-6320

Satellite office:

Deming
Mimbres Valley Learning Center
2300 E. Pine St.
(575) 546-6556 x4105

The International Business Accelerator

Executive Director Jerry Pacheco
2660 Airport Road, suite 780
Santa Teresa
(575) 589-2200
nmiba.com

Women's Business Centers

WESST Enterprise Center

President Agnes Noonan
609 Broadway Blvd. Northeast
Albuquerque
(505) 246-6900
Fax (505) 243-3035
wesst.org

WESST Albuquerque

Regional Manager Kris Crowell
609 Broadway Blvd. Northeast
(505) 246-6900

WESST Farmington

San Juan College Quality Center for Business
5101 College Blvd., suite 5060
(505) 566-3715

WESST Las Cruces

Regional Manager Humberto Hajar
277 E. Amador Ave., suite 275
(575) 541-1583

WESST Rio Rancho

New Mexico Bank & Trust Building
Regional Manager Brad Crowson
4001 Southern Blvd., suite B
(505) 892-1238

WESST Roswell

Bank of America Building
Regional Manager Rhonda Johnson
500 N. Main St., suite 700
(575) 624-9850

WESST Santa Fe

Santa Fe Business Incubator
Regional Manager Bette Bradbury
3900 Paseo del Sol, suite 351
(505) 474-6556

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



New Mexico 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.
Director Richard Coffel
5201 Eagle Rock Ave. Northeast, suite 2A
Albuquerque
(505) 383-2403
Fax (505) 383-2413
nmvboc.org



Your Advocates

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

Advocacy

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

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

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

- » 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](https://www.sba.gov/ombudsman).

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

POWERED BY



U.S. Small Business
Administration

Your SBA Resource Partners



Building New Mexico's Economy One Business At a Time



Bringing you professional, confidential low cost training and no cost business consulting statewide

Procurement Technical Assistance Center

- ✓ 7 locations Statewide
- ✓ Become 'contract ready'
- ✓ Respond to RFP's effectively
- ✓ Implement federal accounting practices
- ✓ Identify contracting opportunities
- ✓ Understand government regulations

www.nmptac.org

NM Small Business Development Center Network

- ✓ 18 centers statewide
- ✓ Existing Business Assistance:
Expansion Accounting Marketing

✓ Start up Assistance:

Business Planning Financing Business
Formation Human Resources

1-800-281-7232 www.nmsbdc.org

International Business Accelerator

- ✓ Become "Export Ready"
- ✓ Promote products to target markets
- ✓ Identify and meet with buyers
- ✓ Conduct market research

www.nmlba.com

Accredited Member of America's Small Business Development Centers -Your local, national and global resource.



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

COURTESY OF THE SBA

How to Start a Business in New Mexico

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

The Startup Logistics

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

Market Research

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

Business License & Zoning

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

Name Registration

Register your business name with the county clerk where your business is located. If you're a corporation, also register with the state. The Secretary of State supports New Mexico businesses by registering and authenticating business entities and trademarks, enabling secured creditors to protect their financial interests.

- » **New Mexico Secretary of State**
325 Don Gaspar, suite 300
Santa Fe
(800) 477-3632
sos.state.nm.us

Taxes

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

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

» Tax Assistance Centers

Albuquerque
5338 Montgomery Blvd. Northeast
(505) 837-5631

Las Cruces
505 S. Main, suite 149
(575) 526-0161

Santa Fe
2945 Rodeo Park Drive East
(505) 424-5961

» State Taxes

New Mexico Taxation & Revenue Department
1100 S. Saint Francis Drive
Santa Fe
(505) 827-0700
tax.newmexico.gov

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.

» Wage and Hour Division

500 Gold Ave. Southwest, suite 12000
Albuquerque
(505) 248-6100

» State Department of Labor

121 Tijeras Northeast, suite 3000
Albuquerque
(505) 841-4400

» New Mexico Department of Workforce Solutions

401 Broadway Northeast
Albuquerque
(877) 664-6984
dws.state.nm.us

» New Mexico Workers Compensation Administration

2410 Centre Ave. Southeast
Albuquerque
(505) 841-6000
<https://workerscomp.nm.gov>

» New Mexico OSHA

525 Camino De Los Marquez, suite 3
Santa Fe
(505) 476-8700

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.

» New Mexico's Health Insurance Exchange

7601 Jefferson St. Northeast, suite 160
Albuquerque
(833) 862-3935
bewellnm.com

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.

» New Mexico Environment Department

Harold Runnels Building
1190 St. Francis Drive, suite N4050
Santa Fe
(505) 827-2855
www.env.nm.gov

Disability Compliance

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

Child Support

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

- » **New Mexico Child Support Enforcement Division**
(800) 288-7207

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 Texas Regional Office in Dallas, Texas, serves Alabama, Arkansas, Louisiana, Mississippi, New Mexico, Oklahoma, Tennessee, and Texas, uspto.gov/texas.

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

There are three types of patents:

- Utility patents may be granted to anyone who invents or discovers any new and useful process, machine, manufacture, or composition of matter, or any new and useful improvement.
- Design patents may be granted to anyone who invents a new, original, and ornamental design for an article of manufacture.
- Plant patents may be granted to anyone who invents or discovers and asexually reproduces any distinct and new variety of plant, other than a tuber propagated plant or a plant found in an uncultivated state. For information visit uspto.gov/inventors.

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.



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

» State Trademark Registration

New Mexico Office of the Secretary of State
325 Don Gaspar, suite 300
Santa Fe
(800) 477-3632
sos.state.nm.us

Copyrights

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

» U.S. Copyright Office

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

Economic Development

New Mexico Economic Development Department

Joseph M. Montoya Building
1100 S. St. Francis Drive
Santa Fe
(505) 827-0300
<https://gonm.biz>

New Mexico Economic Development Department

Office of International Trade
Director Ed Herrera
1100 S. St. Francis Drive
Santa Fe
(505) 827-0315
<https://gonm.biz> > **business development** > **international trade**

U.S. Export Assistance Center

El Paso World Trade Center
9570 Pan American Drive
El Paso, TX
(915) 929-6971
<https://export.gov/texas/elpaso>

Write your Business Plan

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



Business plans help you run your business

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

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

Pick a business plan format that works for you

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

Which business plan format is right for you?



Traditional Business Plan

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



Lean Startup Plan

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



TRADITIONAL BUSINESS PLAN FORMAT

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

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

Executive Summary

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

Company Description

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

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

Market Analysis

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

Organization and Management

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

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

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

Service or Product Line

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

Marketing and Sales

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

Your goal in this section is to describe how you'll attract and retain customers. You'll also describe how a sale will actually happen. You'll refer to this section later when you make financial projections, so make sure to thoroughly describe your complete marketing and sales strategies.

Funding Request

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

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

Financial Projections

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

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

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

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

Appendix

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

TRADITIONAL BUSINESS PLAN CHECKLIST

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

LEAN STARTUP PLAN FORMAT

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

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

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

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

Key Partnerships

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

Key Activities

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

Key Resources

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

Value Proposition

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

Customer Relationships

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

Customer Segments

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

Channels

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

Cost Structure

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

Revenue Streams

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

Want to see an example of a business plan?

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

LEAN STARTUP PLAN CHECKLIST

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

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

Benjamin Franklin

Programs for Entrepreneurs

SBA's Emerging Leaders program helps grow businesses.

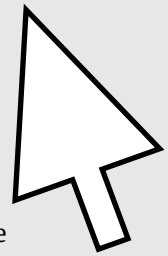
Business executives looking for their next educational opportunity will find it in the SBA's Emerging Leaders program.

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



Online Resources for Entrepreneurs

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



Courses include:

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

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



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

Programs for Veterans

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

Need entrepreneurship training?

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

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

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

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

both in and out of the contiguous United States.

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

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

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

Interested in doing business with the government?

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

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

Loan Fee Relief

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

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

Have an employee who was called to active duty?

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

Jasper Riddle

PRESIDENT, NOISY WATER WINERY AND CELLARS
Ruidoso, NM

Jasper Riddle returned to his hometown, Ruidoso, New Mexico, to become an entrepreneur and follow in his family's footsteps. The SBA helped him expand and grow that legacy. Jasper, a fifth generation farmer, purchased a controlling share of his family enterprise, and with expert business guidance, he added a new production facility and several area tasting rooms. Noisy Water is known for its internationally acclaimed New Mexico wine with irreverent names like Jo Mamma's Red, Run for the Rosé, and Tightly Whitey White. Jasper says: "We take our craft seriously, but not much else! because we believe people enjoy wine for fun, not for status or prestige."

- **What challenge did you have?** I wanted to scale up our small town family winery while also staying true to our values of sourcing from local New Mexico grapes using a sustainable eco-friendly process. It's difficult for young entrepreneurs to know what to do at the right time, like how and when to seek financing.
- **What was the SBA solution?** Thanks to guidance from the Small Business Development Center at New Mexico State University–Alamogordo, I made decisions that worked best for my small business. My advisers helped me apply for a grant from the U.S. Department of Agriculture Rural Energy for America Program, which allowed me to convert my production facility to solar power.
- **What benefit did this have for you?** Thanks to SBDC guidance, I saw a 38 percent growth in sales and 124 percent increase in net profit. Initially, Noisy Water consisted of a winery and a gift shop with only four employees. Now we employ more than 40. I built a production facility with a tap room and event space in Alto, New Mexico. I also opened three tasting rooms in Ruidoso, Cloudcroft, and Santa Fe. Our online sales are booming and we're staying true to our mission and values.



COURTESY OF NOISY WATER WINERY AND CELLARS

“
Thanks to guidance
from the Small
Business Development
Center at New Mexico
State University–
Alamogordo, I made
decisions that worked
best for my small
business.”

Jasper Riddle
President, Noisy Water Winery and Cellars

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

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.”

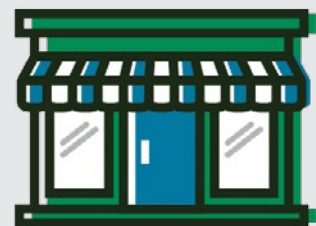
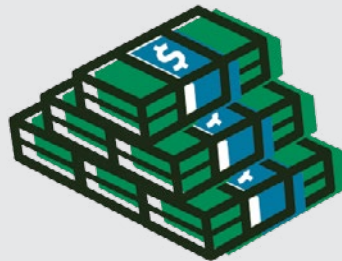
At a time when print shops routinely struggle and fail, Printing Palace has secured its place. “Revenues have stayed steady,” Moralez says. “But we’ve streamlined everything, so we’re a lot more efficient and profitable than we were. In an industry that peaked 10 years ago and has slowly been in decline,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

ALAMOGORDO

Bank 34

500 E. 10th St., suite 100
(575) 437-9334

BBVA Compass Bank

600 Ninth St.
(575) 434-2660

First American Bank

1300 N. White Sands
(575) 439-9800

First National Bank

414 10th St.
(575) 437-4880

3101 N. White Sands Blvd.
(575) 443-5154

First Savings Bank

723 New York Ave.
(575) 437-0095

Pioneer Bank

1020 10th St.
(575) 439-6040

Washington Federal

300 E. First St.
(575) 439-0011

Wells Fargo Bank

1109 New York Ave.
(505) 766-6423

Western Bank

500 Ninth St.
(575) 443-5000

ALBUQUERQUE

Bank of Albuquerque

400 S. Tijeras., suite 150
(505) 222-8512

4901 Central Ave.
Northeast
(505) 855-0640

6600 Fourth St.
(505) 855-0680

401 Coors Road
Northwest
(505) 839-6180

3301 Coors Road
Northwest, suite J
(505) 855-0660

10040 Coors Bypass
Northwest
(505) 855-0620

1301 Juan Tabo
Northeast
(505) 855-0650

2500 Louisiana
Northeast
(505) 837-4161

4700 Montgomery
Road Northeast,
suite 100
(602) 538-9671
(505) 855-7200

6530 Paradise Blvd.
(505) 897-5200

1698 Rio Bravo
Southwest, suite H
(505) 855-0700

5915 Wyoming Blvd.
Northeast
(505) 855-0690

8221 Wyoming Blvd.
Northeast
(505) 828-3700

Bank of the West

(888) 595-3156

303 Roma Ave.
Northwest, suite 100

500 Dr. Martin Luther
King Drive Northwest

5228 Central Ave.
Southwest

5401 Central Ave.
Northeast

6125 Fourth St.
Northwest

5901 Menaul Blvd.
Northeast

4221 San Mateo Blvd.
Northeast

3733 Isleta Blvd.
Southwest

5501 Jefferson
Northeast

6701 Academy Road
Northeast

2101 Eubank Blvd.
Northeast

10050 Coors Bypass
Blvd. Northwest

780 Juan Tabo
Northeast

7900 Wyoming Blvd.
Northeast

3201 Juan Tabo
Northeast

BBVA Compass Bank

505 Marquette Ave.
Northwest
(505) 888-9033

4624 Fourth St.
Northwest
(505) 888-9900

3500 Candelaria
Northeast
(505) 888-9090

1201 San Pedro Drive
Northeast
(505) 888-9101

2444 Louisiana Blvd.
Northeast
(505) 888-9027

9500 Sage Road
Southwest
(505) 833-2220

7530 Montgomery
Blvd. Northeast
(505) 888-9163

6001 Academy Road
Northeast
(505) 888-9157

13140 Central Ave.
Southeast
(505) 559-9910

430 NM Highway 528
(505) 353-5960

10042 Coors Blvd.
Northwest
(505) 888-9054

Century Bank

8220 San Pedro
Northeast, suite 200
(505) 798-5900

First American Bank

8110 Ventura Blvd.
Northeast
(505) 821-9854

4301 The 25 Way
Northeast
(505) 798-3580

First Citizens Bank & Trust Co.

4701 Lang Ave.
Northeast
(505) 243-9899

First Financial Credit Union

(505) 766-5600

601 Tijeras Ave.
Northwest

2700 San Mateo Blvd
Northeast

1520 Rio Bravo Blvd.
Southwest, suite 6

831 Juan Tabo
Northeast, suite A

10400 Academy Road
Northeast, suite 150

First National 1870

2011 Mountain Road
Northwest
(505) 200-2100

2200 Louisiana Blvd.
Northeast, suite 8E
(505) 798-5849

7300 Jefferson St.
Northeast
(505) 798-5800

Hillcrest Bank
2155 Louisiana Blvd.
Northeast
(505) 888-3300

Los Alamos National Bank

7445 Pan American
Freeway
(505) 662-5171

Main Bank

7300 Menaul Blvd.
Northeast
(505) 880-1700

Mountain America Credit Union

8021 Ventura St.
Northeast
(505) 856-7885

9200 Golf Course Road
Northwest
(505) 897-0090

New Mexico Bank & Trust

320 Gold Ave.
Southwest
(505) 830-8100

3701 Fourth St.
Northwest
(505) 830-8345

6201 Riverside Plaza
Lane Northwest
(505) 830-8350

3002 Louisiana Blvd.
Northeast
(505) 830-8325

7021 Jefferson
Northeast
(505) 830-8300

9500 Montgomery
Blvd. Northeast
(505) 830-8200

Nusenda Federal Credit Union

(505) 889-7755

2801 Juan Tabo Blvd.
Northeast

8321 Palomas Ave.
Northeast

7517 Montgomery
Blvd. Northeast
401 Eubank Blvd.
Southeast, suite G

6501 Indian School
Road Northeast

20392 Pennsylvania
St. Southeast

10090 Coors Blvd.
Northwest

6125 Fourth St.
Northwest

1801 Lomas Blvd.
Northeast

3200 La Orilla Road
Northeast, suite C-1

2001 Unser Blvd.
Southeast

3205 Coors Blvd.
Southwest

120 98th St.
Northwest, suite C-2

Sandia Laboratory Federal Credit Union

(505) 293-0500

3707 Juan Tabo Blvd.
Northeast

3740 Ellison Road
8920 Holly Northeast

1301 Britt St. Northeast

Southwest Capital Bank

1410 Central Ave.
Southwest
(505) 243-1890

TBK Bank

7401 Jefferson
Northeast
(505) 244-8000

The Loan Fund

423 Iron Southwest
(505) 243-3196

United Business Bank

1500 Mercantile Ave.
Northeast
(505) 341-5200

U.S. Bank

(505) 823-6215

7900 Jefferson
Northeast

111 Lomas N.W.
3000 Central Ave.
Southeast

1418 Carlisle Blvd.
Northeast

3801 Isleta Blvd.
Southwest

5001 Montgomery Blvd. Northeast

2300 Louisiana Northeast

8251 Golf Course Road Northwest

2015 Eubank Blvd. Northeast

5620 Wyoming Blvd. Northeast

U.S. Eagle Federal Credit Union
(505) 342-8888
3939 Osuna Road Northeast

2608 Tennessee St. Northeast

4411 Irving Blvd. Northwest

201 Third St. Northwest

5201 Antequera Northwest

Washington Federal
4400 Osuna Road Northeast
(505) 341-7300

3000 Eubank Blvd. Northeast
(505) 291-3700

3761 NM Highway 528
(505) 890-2600

Wells Fargo Bank
(505) 766-6423

200 Lomas Blvd. Northwest

1406 Bridge Blvd. Southwest

3022 Central Ave. Southeast

3801 Fourth St. Northwest

550 San Mateo Blvd. Southeast

3401 Coors Blvd. Northwest

4411 Carlisle Blvd. Northeast

6000 Menaul Blvd. Northeast

7827 Fourth St. Northwest

7412 Jefferson St. Northeast

8333 Montgomery Blvd. Northeast

1800 Eubank Blvd. Northeast

11199 Montgomery Blvd. Northeast

156 Juan Tabo Northeast

9390 Coors Blvd. Northwest

8100 Wyoming Blvd. Northeast

Western Commerce Bank
1910 Wyoming Blvd. Northeast
(505) 271-9964

ANGEL FIRE

FNB New Mexico
1 First National Place
(575) 377-3077

International Bank
9 N. Angel Fire Road
(575) 377-2326

Washington Federal
3380 State Highway 434
(575) 377-6481

ANTHONY

Bank of the West
300 N. Anthony Drive
(888) 595-3156

First New Mexico Bank Las Cruces
455 Landers Road
(575) 556-3000

Wells Fargo Bank
800 Highway 478
(505) 766-6423

ARTESIA

Artesia National Bank
908 W. Main St.
(575) 746-4794

First American Bank
303 W. Main St.
(575) 746-8000

Washington Federal
602 W. Texas Ave.
(575) 627-4691

Wells Fargo Bank
610 W. Main
(505) 766-6423

Western Bank
320 W. Texas
(575) 748-1345

AZTEC

Citizens Bank
215 S. Main
(505) 599-0100

Four Corners Community Bank
1301 W. Aztec Blvd.
(505) 327-3222

Wells Fargo Bank
118 E. Chaco St.
(505) 766-6423

BAYARD

First American Bank
1401 Tom Foy Blvd.
(575) 537-2481

BELEN

Bank of Albuquerque
634 Becker Ave.
(505) 855-0610

United Business Bank
19339 N. Highway 314
(505) 864-3301

394 Rio Communities Blvd.
(505) 864-3301

U.S. Bank
620 W. Reinken Ave.
(505) 966-0400

Wells Fargo Bank
101 S. Main St.
(505) 766-6423

BERNALILLO

BBVA Compass Bank
430 Highway 528
(505) 353-5960

U.S. Bank
388 W. Highway 550
(505) 771-4300

U.S. Eagle Federal Credit Union
53 Jemez Canyon Road
(505) 342-8888

Wells Fargo Bank
239 W. Highway 550
(505) 766-6423

BLOOMFIELD

Bank of the Southwest
920 N. First St.
(505) 632-0450

Citizens Bank
320 W. Broadway Ave.
(505) 599-0100

Wells Fargo Bank
1200 W. Broadway Ave.
(505) 766-6423

BOSQUE FARMS

Wells Fargo Bank
970 Bosque Farms Blvd.
(505) 766-6423

CAPITAN

Washington Federal
100 Smokey Bear
(575) 354-5030

CARLSBAD

Carlsbad National Bank
202 W. Stevens
(575) 234-2500

1509 W. Pierce St.
(575) 234-2588

First American Bank
2201 W. Pierce St.
(575) 941-2050

Pioneer Bank
111 N. Canal
(575) 885-7474

Wells Fargo Bank
(505) 766-6423

115 W. Fox St.
2318 W. Pierce St.

Western Commerce Bank
127 S. Canyon St.
(575) 887-6686

212 N. Canal St.
(575) 887-6686

501 N. Canal St.
(575) 887-6686

3010 National Parks Highway
(575) 887-6686

CARRIZOZO

Wells Fargo Bank
315 Central Ave.
(505) 766-6423

CEDAR CREST

Bank of the West
12127 N. Highway 14
(888) 595-3156

CHAMA

Washington Federal
541 Terrace Ave.
(575) 756-2111

CHAPARRAL

First American Bank
324 McCombs Road
(575) 824-3241

CIMARRON

International Bank
31062 Highway 64
(575) 376-2274

CLAYTON

Farmers & Stockmens Bank
22 Maple St.
(575) 374-8301

FNB New Mexico
201 Main St.
(575) 374-8315

CLOUDCROFT

First National Bank
301 Burro Ave.
(575) 682-2531

CLOVIS

American Heritage Bank
3300 N. Prince St.
(575) 762-2800

Bank of Clovis
300 Main St.
(575) 769-9000

2211 N. Prince St.
(575) 766-6300

Citizens Bank of Clovis
421 Pile St.
(575) 769-1911

James Polk Stone Community Bank
901 Colonial Parkway
(575) 742-1000

New Mexico Bank & Trust
709 Pile St.
(575) 762-4741

2009 Ross St.
(575) 762-4741

U.S. Bank
2501 N. Prince St.
(505) 823-6215

Washington Federal
2720 N. Prince St.
(575) 769-2806

Wells Fargo Bank
223 N. Main St.
(505) 766-6423

Western Bank of Clovis
901 Pile St.
(575) 769-1975

COLUMBUS

First New Mexico Bank
202 S. Main
(575) 531-2643

CORRALES

Wells Fargo Bank
4341 Corrales Road
(505) 766-6423

CUBA

Wells Fargo Bank
6381 S. Main St.
(505) 766-6423

DEMING

First Financial Credit Union
801 E. Cedar St.
(505) 766-5600

First New Mexico Bank
(575) 546-2691
300 S. Gold Ave.
1501 S. Columbus Highway 11

Southwest Capital Bank
622 Douglas Ave.
(505) 425-7565

1900 Hot Springs Blvd.
(505) 425-7212

608 Mountain View Drive
(505) 454-8440

Wells Fargo Bank
(505) 766-6423
715 Mills Ave.
701 Douglas Ave.

LOGAN

FNB New Mexico
301 S. US Highway 54
(575) 487-5000

LORDSBURG

Western Bank
140 E. Motel Drive
(575) 542-3521

LOS ALAMOS

First National 1870
1910 Trinity Drive
(505) 662-4155

Los Alamos National Bank
1200 Trinity Drive
(505) 662-5171

New Mexico Bank & Trust
1475 Central Ave.
(505) 663-3800

LOS LUNAS

Bank of Albuquerque
645 Main St.
(505) 855-0670

Bank of the West
2610 Main St.
Northwest
(888) 595-3156

New Mexico Bank & Trust
1810 Main St.
(505) 830-8190

Nusenda Federal Credit Union
320 Main St.
Southeast
(505) 889-7755

Sandia Laboratory Federal Credit Union
2700 Palmilla Road
Northwest
(505) 293-0500

United Business Bank
2199 S. Main St.
Southeast
(505) 861-8300

U.S. Bank
2421 Main St.
Southeast
(505) 823-6215

Wells Fargo Bank
1027 Main St.
(505) 766-6423

LOVING

Western Commerce Bank
313 W. Cedar St.
(575) 745-3531

LOVINGTON

First American Bank
19 W. Washington Ave.
(575) 396-0000

Lea County State Bank
320 S. Main St.
(575) 396-2825

Wells Fargo Bank
601 S. Main Ave.
(505) 766-6423

Western Commerce Bank
18 W. Adams St.
(575) 396-2831

MELROSE

American Heritage Bank
400 E. Denby
(575) 253-4500

MORA

Community 1st Bank Las Vegas
386 State Road 518
(575) 387-5666

Southwest Capital Bank
518 Main St.
(575) 387-2271

MORIARTY

U.S. Bank
1401 Route 66
(505) 823-6215

Wells Fargo Bank
901 Route 66
(505) 766-6423

MOUNTAINAIR

United Business Bank
307 W. Broadway
(505) 861-5230

PECOS

Southwest Capital Bank
4 S. Main St.
(505) 757-2554

PORTALES

James Polk Stone Community Bank
109 E. Second St.
(575) 356-6601

520 W. 18th St.
(575) 359-1219

New Mexico Bank & Trust
1612 E. Spruce St.
(575) 356-1060

U.S. Bank
400 W. First St.
(505) 823-6215

Wells Fargo Bank
316 W. Second St.
(505) 766-6423

Western Bank of Clovis
220 N. Chicago Ave.
(575) 356-3095

QUESTA

Hillcrest Bank
5a Supermarket Road
(575) 586-2001

RATON

FNB New Mexico
1104 S. Second St.
(575) 445-1400

International Bank
(575) 445-2321
200 S. Second St.
1300 S. Second St.

The First National Bank in Trinidad
1247 S. Second St.
(575) 445-7123

Washington Federal
1233 S. Second St.
(575) 445-2341

Wells Fargo Bank
1103 S. Second St.
(505) 766-6423

RED RIVER

Hillcrest Bank
121 E. Main St., unit 4D
(575) 754-6224

RESERVE

First State Bank
697 NM Highway 12
(575) 533-6226

RIO RANCHO

Bank of Albuquerque
3901 Southern Blvd.
Southeast
(505) 855-0710

Bank of the West
3735 Southern Blvd.
Southeast
(888) 595-3156

BBVA Compass Bank
1201 Rio Rancho Drive
Southeast
(505) 888-9012

Century Bank
3634 Rio Rancho Blvd.
(505) 771-7300

First American Bank
3002 Southern Blvd.
Southeast
(505) 798-1137

First Financial Credit Union
2201 Rio Rancho Blvd.
Southeast
(505) 766-5600

New Mexico Bank & Trust
4001 Southern Blvd.
Southeast
(505) 830-8100

Nusenda Federal Credit Union
(505) 889-7755
2001 Unser Blvd.
Southeast

7840 Enchanted Hills Blvd. Northeast

U.S. Bank
(505) 823-6215
1781 Rio Rancho Blvd.
Southeast

1000 Commercial Drive Southeast

Washington Federal
2518 Southern Blvd.
Southeast
(505) 891-7070

Wells Fargo Bank
4110 Meadowlark Lane Southeast
(505) 766-6423

ROSWELL

Bank of the Southwest
(575) 625-1122
226 N. Main St.

800 W. Hobbs St.
3203 N. Main St.

First American Bank
111 E. Fifth St.
(575) 623-8500

3220 N. Main St.
(575) 623-1656

James Polk Stone Community Bank
1901 N. Main St.
(575) 622-7621

1801 S. Main
(575) 625-1912

Pioneer Bank
(575) 624-5200
3000 N. Main St.

306 N. Pennsylvania Ave.
2 St. Mary's Place

Valley Bank of Commerce
(575) 623-2265
217 W. Second

2426 N. Main

Washington Federal
300 N. Pennsylvania Ave.
(575) 622-6201

3201 N. Main St.
(575) 627-3945

Wells Fargo Bank
(505) 766-6423
400 N. Pennsylvania Ave.
1401 S. Main St.
2900 N. Main St.

RUIDOSO

BBVA Compass Bank
1710 Sudderth Drive
(575) 257-4043

City Bank
1850 Sudderth Drive
(575) 257-2265

First National Bank
451 Sudderth Drive
(575) 257-4033

First Savings Bank
2713 Sudderth Drive
(575) 257-7170

Pioneer Bank
1095 Mechem Drive
(575) 258-6500

Washington Federal
398 Sudderth Drive
(575) 257-4006

Wells Fargo Bank
401 Sudderth Drive
(505) 766-6423

SANTA FE

Bank of Albuquerque
706-A St. Michaels Drive
(505) 989-5340

Century Bank
498 N. Guadalupe
(505) 995-1238

100 S. Federal Place
(505) 995-1222
4062 Cerrillos Road
(505) 424-2800

1790 St. Michael's Drive
(505) 995-1260

First Citizens Bank and Trust
700 Paseo de Peralta
(505) 992-6700

First National 1870
62 Lincoln Ave.
(505) 992-2280

540 W. Cordova
(505) 992-2222

1672 Hospital Drive
(505) 992-2488

2021 Cerrillos Road
(505) 820-0089

4995 Governor Miles Road
(505) 992-2501

13 Avenida Vista Grande
(505) 992-2201

Los Alamos National Bank

(505) 662-5171
2009 Galisteo St.

301 Griffin St.

3674 Cerrillos Road

New Mexico Bank & Trust

1592 St. Michaels Drive
(505) 946-2500

1549 Paseo De Peralta
(505) 946-2540

Nusenda Federal Credit Union

1710 St. Michael's Drive
(505) 467-6000

U.S. Bank

(505) 823-6215
600 W. San Mateo Road

201 Washington Ave.

3787 Cerrillos Road

Washington Federal

208 Washington
(505) 946-6555

809 St. Michaels Drive
(505) 946-6500

Wells Fargo Bank

(505) 766-6423

545 W. Cordova Road

241 Washington Ave.

502 N. Guadalupe St.

770 St. Michaels Drive

3150 Cerrillos Road

4384 W. Rodeo Road

3 W. Gutierrez St.

SANTA ROSA

FNB New Mexico

2458 Historic Route 66
(575) 472-6000

Wells Fargo Bank

490 Corona Ave.
(505) 766-6423

SANTA TERESA

BBVA Compass Bank

1245 Country Club Road
(575) 589-7908

Wells Fargo Bank

1275 Country Club Road
(505) 766-6423

SHIPROCK

Wells Fargo Bank

U.S. Highway 491 & NM Highway 64

(505) 766-6423

SILVER CITY

First American Bank

1609 N. Swan St.
(575) 534-0550

First Financial Credit Union

2290 Superior St.
(505) 766-5600

First New Mexico Bank of Silver City

(575) 388-3121

1928 Hwy. 180 East

1110 N. Hudson St.

First Savings Bank

1221 N. Hudson St.
(575) 388-1531

Washington Federal

1203 N. Hudson St.
(575) 388-1903

Wells Fargo Bank

1201 N. Pope St.
(505) 766-6423

Western Bank

333 Highway 180 West
(575) 388-3521

SOCORRO

First State Bank

103 Manzanares Ave. East
(575) 835-1550

Nusenda Federal Credit Union

108 California St.
(575) 835-1522

Washington Federal

201 Plaza St.
(575) 835-1569

Wells Fargo Bank

501 N. California St.
(505) 766-6423

SPRINGER

International Bank

419 Maxwell
(575) 483-3080

TAOS

Centinel Bank of Taos

512 Paseo del Pueblo Sur

(575) 758-6700

Hillcrest Bank

1356 Paseo Del Pueblo Sur
(575) 758-4500

219 Paseo Del Pueblo Norte

(575) 758-4211

710a Paseo del Pueblo Sur, suite A

(575) 758-5999

U.S. Bank

(505) 823-6215
120 W. Plaza

1021 Paseo Del Pueblo Sur

1520 Paseo Del Pueblo Norte

TATUM

Western Commerce Bank

102 S. Avenue A
(575) 398-4646

TEXICO

Citizens Bank of Clovis

420 Wheeler St.
(575) 482-3381

TIERRA AMARILLA

New Mexico Bank & Trust

17345 Highway 84/64
(575) 588-7212

TIJERAS

Wells Fargo Bank

503 NM Highway 333
(505) 766-6423

TRUTH OR CONSEQUENCES

Bank of the Southwest

509 S. Broadway
(575) 894-7171

BBVA Compass Bank

210 Main St.
(575) 894-3075

Citizens Bank of Las Cruces

1720 N. Date St.
(575) 894-0820

First Savings Bank

915 N. Date St.
(575) 894-7148

TUCUMCARI

Citizens Bank

211 E. Main St.
(575) 461-1261

FNB New Mexico

101 E. Route 66 Blvd.
(575) 461-1100

Wells Fargo Bank

302 S. First St.
(505) 766-6423

TULAROSA

First National Bank

206 Central Ave.
(575) 585-6707

Western Bank

201 St. Francis Drive
(575) 585-2092

WHITE ROCK

Los Alamos National Bank

77 Rover Blvd.
(505) 662-5171

ZUNI

First Financial Credit Union

1230 Highway 53
(505) 766-5600

Participating Certified Development Companies

Capital Certified Development Corp.

Senior Business Development Officer
Lorena Chavez
Albuquerque
(505) 250-0572
Fax (866) 231-1141
lorenachavez@capitalcdc.com
capitalcdc.com

Enchantment Land Certified Development Co.

Interim Executive Director
Justin Hyde

6500 Jefferson St.

Northeast, suite 200

Albuquerque

(505) 843-9232 or (888)

282-9232

Fax (505) 764-9153

elcdc.com

Community Advantage Lender

Accion New Mexico

President/CEO Anne Haines
Yatskowitz

2000 Zearing Northwest

Albuquerque

(505) 243-8844 or (800)

508-7624

Fax (505) 243-1551

us.accion.org/region/az-co-nv-nm-and-tx

Participating Microlenders

The Loan Fund

President/CEO

Leroy Pacheco

423 Iron Ave. Southwest

Albuquerque

(505) 243-3196 or (866)

873-6746

Fax (505) 243-8803

loanfund.org

WESST

President Agnes Noonan

609 Broadway Blvd.

Northeast

Albuquerque

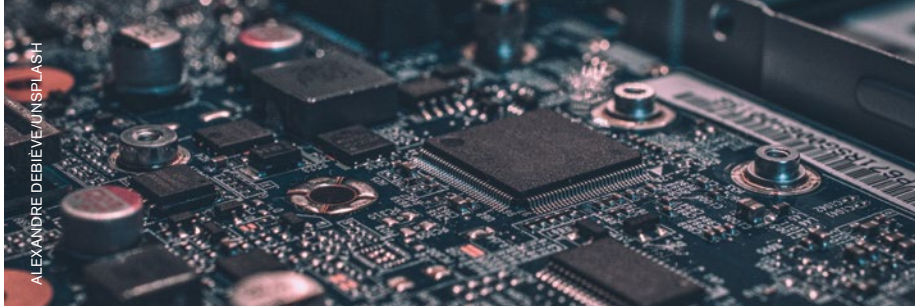
(505) 246-6900

Fax (505) 243-3035

wesst.org

R&D Opportunities for Next Gen Entrepreneurs

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



Do you work in one of these areas?

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

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

How it works

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

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

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

Visit sbir.gov 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

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**.



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

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](https://www.sba.gov/disaster).



COURTESY OF KATRINA KIDDER

“We Would Have Been Out of Business Twice”

SBA disaster assistance helps a Houston bakery recover after disaster.

WRITTEN BY CARLEE LAMMERS

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

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

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



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](https://www.sba.gov/internationaltrade) to find out if your state is participating.

You can:

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

Financing for International Growth

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

Max loan amount: \$5 million

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

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

Guarantee: up to 90 percent

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

Max loan amount: \$500,000

Interest rate: typically not to exceed prime + 6.5 percent

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

Guarantee: up to 90 percent

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

Max loan amount: \$5 million

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

Terms: typically one year, cannot exceed three years

Guarantee: up to 90 percent

Benefits of Exporting

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

STEP 1 GET COUNSELING



STEP 2 FIND BUYERS



STEP 3 GET FUNDING



Expert Advice on Exporting

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

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

CONTRACTING

Doing Business with the Government



COURTESY OF EVANS CAPACITOR CO.

Staying Power

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

WRITTEN BY JESS WALKER

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

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

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

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

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



COURTESY OF EVANS CAPACITOR CO.



COURTESY OF EVANS CAPACITOR CO.

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

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

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

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

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

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

How to do business with the government

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



SBA Contracting Programs

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

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

All Small Mentor-Protege Program

Looking for an opportunity to partner with a more experienced firm for mentorship? You may find that effort rewarded in the All Small Mentor-Protege Program, [sba.gov/allsmallmpp](https://www.sba.gov/allsmallmpp). At the same time

you're gaining invaluable direction and experience, you and your mentor can compete for government contracts, further growing your business.

To qualify for this program:

- » Proteges must have a mentor prior to applying for the program. Visit your local SBA office for guidance. Ask about the SBA's Resource Partners and the Procurement Technical Assistance Program for help in connecting you with a mentor business.
- » You must be certified as a small business within your NAICS industry classification and have experience in that field.

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

8(a) Business Development Program

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

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

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

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

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

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



By the Numbers

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

\$500 billion

in contracts.

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

This includes:

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



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

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



Service-Disabled Veterans

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

Keep in mind

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

The benefits:

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

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

HUBZones

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

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

Procurement Technical Assistance Centers

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

How can a procurement assistance center help you?

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

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

Albuquerque

CNM Workforce Training Center
5600 Eagle Rock Ave. Northeast
Program Manager
Therese Rivera
Lenny Bean, advisor
(505) 224-5966

Arthur Humphries, advisor
(505) 224-5968

Elythia McAnarney, advisor
(505) 224-5964

Tracey Edwards, administrative assistant
(505) 224-5965

Clovis

Clovis Community College
417 Schepps Blvd., room 152

Jonnie Loadwick, advisor
(575) 769-4135

Las Cruces

New Mexico State University Campus
Genesis Building A, suite 101
3655 Research Drive

Karen Medina, advisor
(575) 646-1622

Penny Wilson, advisor
(575) 646-1622

Santa Fe

Santa Fe Community College
1950 Siringo Road

Chris Avery, advisor
(505) 428-1850

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.





ZANE BERGMAN
EXECUTIVE VICE
PRESIDENT

RUSTY DILLON
VICE PRESIDENT
SBA LENDER

FARRAH MARQUEZ
VICE PRESIDENT

GEOFF WAGNER
ALBUQUERQUE
MARKET PRESIDENT

WE KNOW SMALL BUSINESS.

In 2018, we were awarded the "Top SBA 504 Lender of the Year" by the Enchantment Land Certified Development Company in New Mexico. The ELCDC is an authorized servicer by the SBA as a 504 lender.

Our award winning SBA lending program and lenders are committed to support the growth of small business in the communities we serve. As an SBA Preferred Lender, we are able to streamline the loan approval process and help your small business start, build and grow.



Alamogordo | Albuquerque | Artesia | Bayard | Carlsbad | Chaparral | Hobbs | Hurley
Las Cruces | Lovington | Rio Rancho | Roswell | Silver City