



U.S. Small Business
Administration

SAN DIEGO 2019 EDITION

Small Business

RESOURCE GUIDE

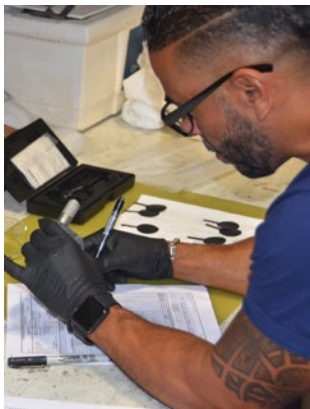
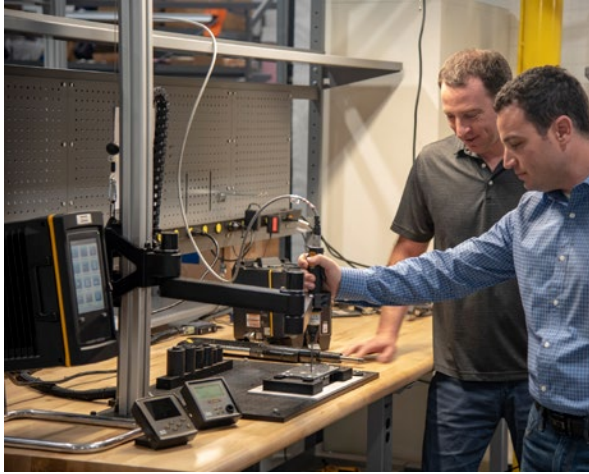
A photograph of two men in a factory or industrial setting. The man on the left is wearing a blue checkered shirt and is smiling while holding a black handheld device. The man on the right is wearing a dark grey polo shirt and is pointing at the device. In the background, there is a yellow robotic arm and various industrial equipment.

**How to
Grow Your
BUSINESS
in San Diego &
Imperial Counties**

CONTENTS



San Diego & Imperial Counties 2019



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**
- 14 How to Start a Business**
- 19 Write Your Business Plan**
- 22 Programs for Veterans**
- 23 Programs for Entrepreneurs**
- 24 Local Success Story**
Eddie and Aaron Silverberg's business started small like so many other famous success stories: in their parents' garage. With SBA assistance they've been able to eclipse their humble origins.

Funding Programs

- 28 National Success Story**
With the help of a 7(a) business loan of \$1.1 million, Mark Morales and John Briggs purchased Printing Palace in Santa Monica, becoming small business owners.
- 31 Need Financing?**
- 32 Local SBA Lenders**
- 35 Federal Research & Development**
- 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**

ON THE COVER Eddie and Aaron Silverberg, courtesy of Flexible Assembly Systems Inc.

THE U.S. SMALL BUSINESS ADMINISTRATION

A MESSAGE FROM THE ADMINISTRATOR



America's 30 million small businesses are the driving force of our nation's economy, and I am proud to lead a team of professionals dedicated to helping them start, grow, expand and recover. For more than 65 years, the U.S. Small Business Administration has been an advocate and ally of entrepreneurs, helping them at every stage of the business lifecycle. Whether they are a startup seeking capital; an established business seeking guidance on expanding to new markets through export opportunities or government contracts; or a business, nonprofit, homeowner or renter needing help recovering from a declared disaster, the SBA has their back.

I am honored to serve as a member of President Trump's Cabinet and represent the interests of America's small businesses. The President's pro-growth policies, including tax cuts and workforce development initiatives, are aimed at making it easier for entrepreneurs to invest in their businesses and employees. The President believes that when small businesses succeed and create jobs, our economy grows and our nation thrives.

As Administrator of the SBA, I have visited hundreds of small businesses and each of the SBA's 68 district offices in all 50 states. Every entrepreneur has a different story about what inspired them to take a risk on starting or growing a small business. No matter their industry, location or level of experience, the SBA serves as a resource to help them turn their dreams into realities. Many entrepreneurs have told me their business simply would not exist without the help of the SBA—from the guaranteed loans that provided the funding they needed to realize their goals of owning a small business, to the advice they got on writing a business plan or conducting market research, to the disaster aid they received when it seemed all hope had been lost. Throughout this issue of our resource guide, you will read stories of successful entrepreneurs who received assistance from the SBA. These successes are the motivation for the work we do.

Of course, we can't do it alone. We are honored to have the expertise of our resource partners, including Small Business Development Centers, Women's Business Centers,

Veterans Business Outreach Centers and SCORE chapters in communities nationwide. Through education, training and mentorship, these experts help entrepreneurs increase their potential and propel their businesses forward.

We at the SBA like to say we power the American Dream. Nowhere is that dream more apparent than in the work entrepreneurs do to invest in their communities and create economic opportunities for others. Over half of the U.S. workforce either owns or works for a small business, and small businesses create two out of every three net new jobs in the private sector. Small businesses invigorate neighborhoods and cities, making them vibrant places to live, work and raise a family. I encourage all entrepreneurs to leverage the opportunities detailed in this resource guide to power their own American Dream.

Regards,

Linda McMahon
SBA Administrator



WE MAKE SMALL BUSINESS
OUR BUSINESS.
START • GROW • EXPAND • RECOVER



Let us help give voice to your story.

SCOPE OF SERVICES



Brand Voice

Articles

Blogs

Website Content

Social Media Posts

Email Content

Brochures

Catalogs

Visitor Guides

Books

Copywriting

Photography

Videos

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

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



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

We Help Veterans Start and Grow Their Businesses



Military families have special financing available.

Veteran Launch offers loans up to \$250,000 to help military veterans and their families start or grow their California-based small business.

Contact us to learn more: www.veteranlaunch.org



Mike McGrane
Northern California
916.300.3470
Air Force Veteran



Darius Mahajer
Southern California
760.563.VETS (8387)



Small businesses **power** our economy.

The SBA **powers** small businesses.

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

Stop by your local SBA office or visit SBA.gov to learn how you can move your business forward with confidence.



U.S. Small Business Administration



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sandiego@sba.gov
sba.gov/ca/sandiego

District Director Letter

Small Businesses play a key role in providing jobs, products, and services to our economy. The SBA San Diego District Office's mission is to provide services to help small businesses start, grow, and thrive. Whether you need help planning a business, securing financing, or you want to get into government contracting, we can assist you. The SBA also works with a network of resource partners that can help you succeed by providing business counseling and training, marketing research, and exporting assistance. These services are provided for free or low cost.

Our district office works with more than 80 SBA Lenders in the area to provide funding for businesses that want to expand and grow. In 2017-2018, the SBA San Diego district guaranteed 812 loans, totaling \$373.1 million, to local small business owners and entrepreneurs. Our local 8(a)-certified companies were awarded 212 contracts from federal agencies, totaling more than \$760 million.

It is my pleasure to present our 2019 *Small Business Resource Guide*, which provides information on all our SBA programs and services in San Diego and Imperial counties. Whether you are in business now or are just beginning to think about starting a small business, the SBA and its resource partners can help you start, grow, and expand your company. Remember, many local corporate success stories, such as Callaway Golf Co. and Rubio's Coastal Grill, started with a dream, an entrepreneur, and SBA assistance. Maybe the next big success story will be yours!

Sincerely,



Ruben R. Garcia
District Director
SBA San Diego District Office



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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

To request a counseling appointment at any of these locations, complete the form at sandiego.score.org.

San Diego Chapter Office

Serving San Diego and Imperial counties
8825 Aero Drive, suite 101
(858) 283-1100

Satellite counseling locations:

Carlsbad Chamber
5934 Priestly Drive
Mondays & Fridays 9 a.m.-3 p.m.
Escondido Chamber
720 N. Broadway
Fridays by appointment at 10 a.m.,
11 a.m. & 1 p.m.

Small Business Development Centers

SBDC San Diego and Imperial Regional Network

Director Marquise Jackson
(619) 216-6718
mjackson2@swccd.edu
sdivsbdc.org

South San Diego SBDC

Serving San Diego County south of Interstate 8
Southwestern College Higher Education Center
Center for Business Advancement
880 National City Blvd., suite 7100
National City
Director Carla Holland
(619) 482-6391
sdsbdc@swccd.edu
sandiegosbdc.org

North San Diego SBDC

Serving all of San Diego County north of Interstate 8
MiraCosta College
2075 Las Palmas Drive
Carlsbad
Director Sudershan Shaunak
(760) 795-8740
centerinfo@miracosta.edu
sandiegosmallbiz.com

SBDC The Brink

Serving the technology sector of San Diego County
University of San Diego
5998 Alcalá Park MRH-101
San Diego
Director Mysty Rusk
(619) 260-4547
sandiego.edu/sbdc

Imperial Valley Small Business Development Center

2415 Imperial Business Parkway, suite A
Imperial
Director Meredith Garcia
(760) 312-9800
sdivsbdc.org/ivsbdc

Asian Business Association SBDC

(858) 277-2822
sdivsbdc.org/abasbdc

International Rescue Committee SBDC

(619) 440-6208
sdivsbdc.org/ircsbdc

East County SBDC

(619) 258-3670
sdivsbdc.org/eastcountysbdc

CONNECT All SBDC

(858) 964-1300
sdivsbdc.org/connectallsbdc

U.S. Export Assistance Centers

San Diego

9449 Balboa Ave., suite 111
(858) 467-7043
2016.export.gov/california/sandiego

Newport Beach

2302 Martin Court, suite 315
Irvine
(949) 660-1688
2016.export.gov/california/irvine

Center for International Trade Development

Businesses and entrepreneurs looking to increase their capacity to export or import directly and through partnerships with state and federal agencies can receive help from the California Center for International Trade Development, which also offers STEP programs, citd.org/castep.

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



SOCAL 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](https://www.sba.gov/vboc). This is also the place to receive procurement guidance, which can help your business better compete for government contracts.
MiraCosta College
2075 Las Palmas Drive
Carlsbad
Director Hazel Beck
(760) 795-8739
socalvboc@miracosta.edu
[socalvboc.org](https://www.socalvboc.org)

Women's Business Center

For your nearest Women's Business Center, visit [sba.gov/women](https://www.sba.gov/women).

San Diego and Imperial Women's Business Center

Southwestern College Higher Education Center
Center for Business Advancement
880 National City Blvd., suite 7100
National City
Director Katty Ibarra
(619) 216-6719
kibarra@swccd.edu
[sandiegowbc.org](https://www.sandiegowbc.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

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)

- » reduce unfair penalties and fines
- » seek remedies when rules are inconsistently applied
- » recover payment for services done by government contractors

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



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

COURTESY OF SBA

How to Start a Business in San Diego & Imperial Counties

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.

- » **California Business Portal**
businessportal.ca.gov
CALGOLD License and Permit Database
calgold.ca.gov
- » **Contractor's License**
12501 E. Imperial Highway, suite 600,
sixth floor, Norwalk
(800) 321-2752
cslb.ca.gov

Local information for obtaining business licenses

- » **Brawley**
400 Main St.
(760) 344-8941
www.brawley-ca.gov
- » **Calexico**
608 Heber Ave.
(760) 768-2132
calexico.ca.gov
- » **Calipatria**
125 N. Park Ave.
(760) 348-4141
calipatria.com
- » **Carlsbad**
1635 Faraday Ave.
(760) 602-2495
carlsbadca.gov
- » **Chula Vista**
276 Fourth Ave.
(619) 585-5624
chulavistaca.gov
- » **Coronado**
1825 Strand Way
(619) 522-7326
coronado.ca.us
- » **Del Mar**
1050 Camino Del Mar
(858) 755-9354
www.delmar.ca.us
- » **El Cajon**
200 Civic Center Way
(619) 441-1668
www.cityofelcajon.us
- » **El Centro**
1275 W. Main St.
(760) 337-4573
www.cityofelcentro.org
- » **Encinitas**
505 S. Vulcan Ave.
(760) 633-2708
cityofencinitas.org
- » **Escondido**
201 N. Broadway
(760) 839-4659
escondido.org
- » **Holtville**
121 W. Fifth St.
(760) 356-2912
holtville.ca.gov

- » **Imperial**
420 S. Imperial Ave.
(760) 355-3050
cityofimperial.org
- » **Imperial Beach**
825 Imperial Beach Blvd.
(619) 628-1423
imperialbeachca.gov
- » **La Mesa**
8130 Allison Ave.
(619) 667-1118 (closed alternate Fridays)
cityoflamesa.us
- » **Lemon Grove**
3232 Main St.
(619) 825-3800 (Monday-Thursday)
lemongrove.ca.gov
- » **National City**
1243 National City Blvd.
(619) 336-4330 (Monday-Thursday)
ci.national-city.ca.us
- » **Oceanside**
300 N. Coast Highway
(760) 435-3878
ci.oceanside.ca.us
- » **Poway**
13325 Civic Center Drive
(858) 668-4401
poway.org
- » **San Diego**
1200 Third Ave., first floor
(619) 615-1500
sandiego.gov
- » **San Marcos**
1 Civic Center Drive
(760) 744-1050 x3101
www.san-marcos.net
- » **Santee**
10601 Magnolia Ave.
(619) 258-4100 x146
cityofsanteeca.gov
- » **Solana Beach**
635 S. Highway 101
(858) 720-2441
ci.solana-beach.ca.us
- » **Vista**
200 Civic Center Drive
(760) 639-6174
cityofvista.com
- » **Westmoreland**
355 S. Center St.
(760) 344-3411
cityofwestmorland.net

Department of Agriculture, Weights and Measures

- San Diego County
9325 Hazard Way, suite 100, San Diego
Agriculture (858) 614-7786
Weights/measures (858) 694-2778
sdcounty.ca.gov/awm
- » **North County Office**
151 E. Carmel St., San Marcos
(760) 752-4700
- » **Imperial County**
852 Broadway, El Centro
(442) 265-1500
co.imperial.ca.us/ag

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.

- » **San Diego County assessor/recorder/county clerk**
1600 Pacific Highway, room 260
(619) 237-0502
If calling from
North County (760) 630-1219
arcc.sdcounty.ca.gov/pages/fbn-info.aspx
- » **Chula Vista branch**
590 Third Ave.
- » **El Cajon branch**
200 S. Magnolia Ave.
- » **Kearny Mesa branch**
9225 Clairemont Mesa Blvd.
- » **San Marcos branch**
141 E. Carmel St.
- » **Imperial County clerk**
940 W. Main St., suite 202, El Centro
(442) 265-1076
co.imperial.ca.us

Learn more about business entities and how to file in California at sos.ca.gov/business-programs.

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](https://www.irs.gov/tax-reform) to better understand the new tax law implications and how they affect your bottom line.

» **State Income Tax**

California Franchise Tax Board
(800) 852-5711
ftb.ca.gov

» **Sales Tax**

A sales tax exemption certificate allows you to purchase inventory, or materials, which will become part of the product you sell, from suppliers without paying taxes. It requires you to charge sales tax to your customers, which you are responsible for remitting to the state. You will have to pay penalties if it is found that you should have been taxing your products and now owe back taxes to the state. For information on sales tax issues, contact your state government.

Seller's Resale Permit

(800) 400-7115, TTY 711
cdtfa.ca.gov

San Diego

15015 Avenue of Science, suite 200
(858) 385-4700

Imperial County (closed 12-1 p.m.)

1550 W. Main St., El Centro
(760) 352-3431

» **Employment Taxes**

If you have any employees, including officers of a corporation but not the sole proprietor or partners, you must make periodic payments towards, and/or file quarterly reports about payroll taxes and other mandatory deductions. You can contact this government agency for information, assistance, and forms.

Employment Development Department

(888) 745-3886
edd.ca.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](https://www.socialsecurity.gov/employer) or (800) 772-1213. You can file W-2s online or verify job seekers through the Social Security Number Verification Service.

Employment Eligibility Verification

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

» **California Department of Industrial Relations**

Occupational Safety
7575 Metropolitan Drive, suite 204,
San Diego
(619) 767-2060
dir.ca.gov/dosh

» **County Environmental Health Service-food handling**

San Diego County
(858) 505-6900 or (800) 253-9933
sdcountyfoodhandlers.org

» **Imperial County Public Health Department**

Environmental Health
797 Main St., suite B, El Centro
(442) 265-1888
icphd.org/environmental-health/food

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.

» **California Department of Insurance consumer hotline (800) 927-4357 insurance.ca.gov**

» **Department of Industrial Relations Worker's Compensation Division**
7575 Metropolitan Drive, suite 202,
San Diego
(619) 767-2083
dir.ca.gov/dwc/dwc_home_page.htm

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.

» **San Diego County Hazardous Materials Division**
5500 Overland Ave., suite 170, San Diego
(858) 505-6880
sdcounty.ca.gov/deh

» **Imperial County Hazardous Materials Division**
Certified Unified Program Agency
627 Wake Ave., El Centro
(760) 352-0381
icphd.org/environmental-health/hazardous-materials

» **Air Pollution Control**
San Diego County
10124 Old Grove Road, San Diego
Permits (858) 586-2600
Small business assistance (858) 586-2656
sdapcd.org

» **Imperial County**
150 S. Ninth St., El Centro
(442) 265-1800
www.co.imperial.ca.us/airpollution

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.

» **California child support service**
childsup.ca.gov

Intellectual Property

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

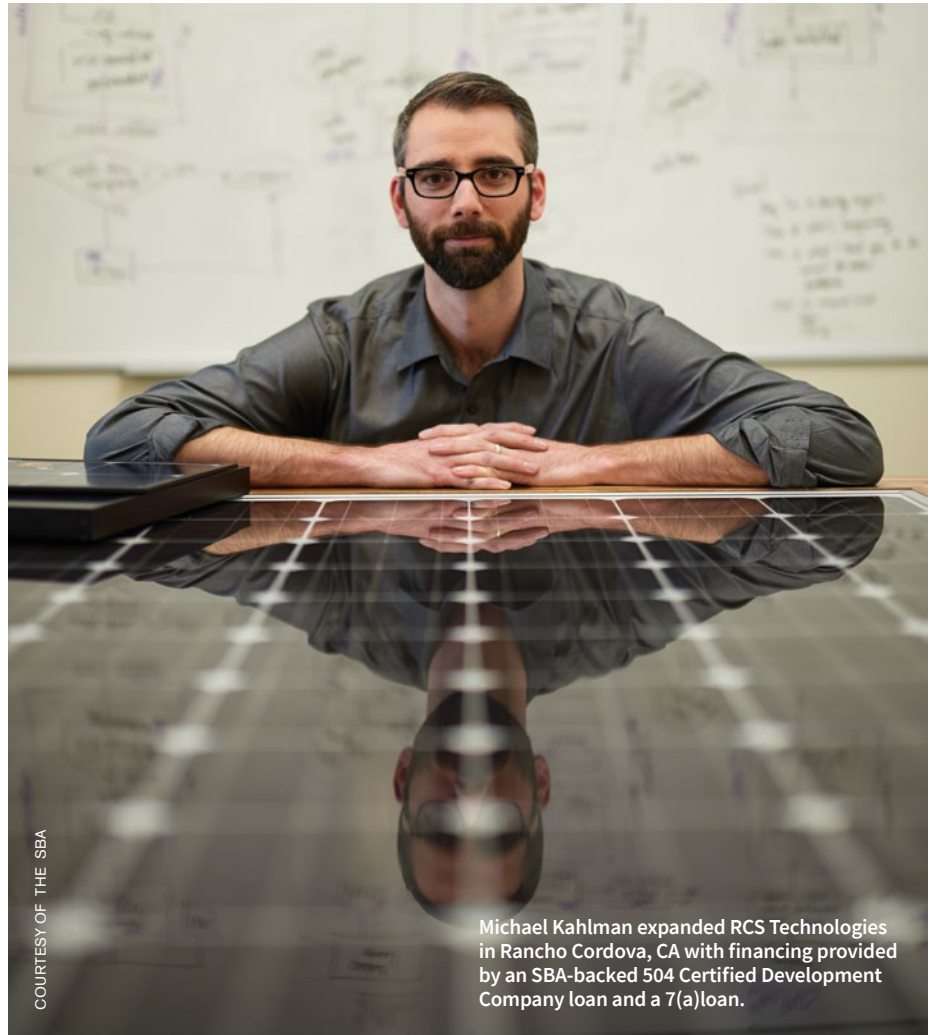
Patents and Trademarks

For information and resources about U.S. patents and federally registered trademarks visit uspto.gov or call the U.S. Patent and Trademark Office Help Center at (800)786-9199. The Silicon Valley office in San Jose, California, serves Alaska, Arizona, California, Hawaii, Nevada, Oregon, and Washington, uspto.gov/siliconvalley.

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



COURTESY OF THE SBA

Michael Kahlman expanded RCS Technologies in Rancho Cordova, CA with financing provided by an SBA-backed 504 Certified Development Company loan and a 7(a) loan.

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.

» **State Registration of a Trademark**
1500 11th St., second floor
Sacramento
(916) 653-3984
sos.ca.gov/business-programs/ts

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

Chambers of Commerce

Alpine Mountain Empire

(619) 445-2722
alpinechamber.com

Bonsall

(760) 630-1933
bonsallchamber.org

Borrego Springs

(800) 559-5524
borregospringschamber.com

Brawley

(760) 344-3160
brawleychamber.com

California Chamber

(800) 331-8877
calchamber.com

Cardiff

(760) 436-0431
cardiff101.com

Calexico

(760) 357-1166
calexicochamber.net

Carlsbad

(760) 931-8400
carlsbad.org

Central San Diego Black Chamber

(619) 269-9400
sdblackchamber.org

Chula Vista

(619) 420-6603
chulavistachamber.org

Clairemont

clairemontchamber.com

Coronado

(619) 435-9260
coronadochamber.com

El Centro

(760) 352-3681
elcentrochamber.com

Encinitas

(760) 753-6041
encinitaschamber.com

Escondido

(760) 745-2125
escondidochamber.org

Fallbrook

(760) 728-5845
fallbrookchamber
ofcommerce.org

Filipino-American Chamber

(858) 333-6893
faccsandiego.org

French-American Chamber

(619) 230-5257
france-sandiego.org

German American Chamber

(619) 795-3270
gacca.org

Global Chamber San Diego

(858) 225-8660
sandiego.globalchamber.org

Imperial Beach

(619) 424-3151
ib-chamber.com

Imperial

(760) 355-1609
imperialchamber.org

Imperial Valley Joint Chamber

ivjointchambers.org

Julian

(760) 765-1857
visitjulian.com

Lakeside

(619) 561-1031
lakesidechamber.org

Mexican International Chamber

(213) 261-3979
mexchamber.org

National City

(619) 477-9339
nationalcitychamber.org

North County Hispanic Chamber

(760) 626-6056
inbizlatino.com

North San Diego

(858) 487-1767
sdbusinesschamber.com

Oceanside

(760) 722-1534
oceansidechamber.com

Old Town San Diego

(619) 291-4903
oldtownsandiego.org

Otay Mesa

(619) 661-6111
otaymesa.org

Poway

(858) 748-0016
poway.com

Ramona

(760) 789-1311
ramonachamber.com

San Diego Coastal

(858) 764-2565
delmarchamber.org

San Diego County Hispanic Chamber

(858) 268-0790
sdchcc.wildapricot.org

San Diego International

(714) 332-2009
wticc.org

San Diego Regional

(619) 544-1300
sdchamber.org

San Marcos

(760) 744-1270
sanmarcoschamber.com

San Ysidro

(619) 428-5200
sanysidrochamber.org

Santee

(619) 449-1515
santeechamber.com

Solana Beach

(858) 755-4775
solanabeachchamber.com

Spring Valley

(619) 670-9902
springvalleychamber.org

Swedish-American Chamber

(760) 500-9069
sacc-sandiego.org

U.S. Green Chamber San Diego

(619) 648-1098
sandiegogreenchamber.org

Valley Center

(760) 749-8472
vcchamber.com

Vista

(760) 726-1122
vistachamber.org

Westmorland

westmorlandchamber.com

Economic Development

Bayview Community Development Corp.

(619) 946-4333
bayviewcdc.org

East County Economic Development Council

(619) 258-3670
eastcountyedc.org

San Diego Regional Economic Development Corp.

(619) 234-8484
sandiegobusiness.org

South County Economic Development Council

(619) 424-5143
southcountyedc.com

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?



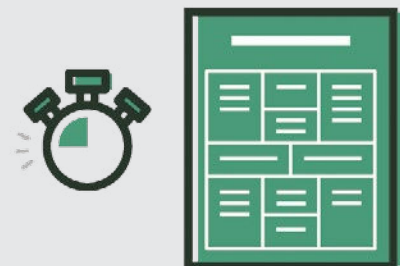
Traditional Business Plan

- 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](https://www.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



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.

Programs for Entrepreneurs

SBA's Emerging Leaders program helps grow businesses.

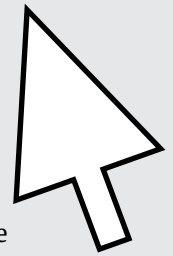
Business executives looking for their next educational opportunity will find it in the SBA's Emerging Leaders program.

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.

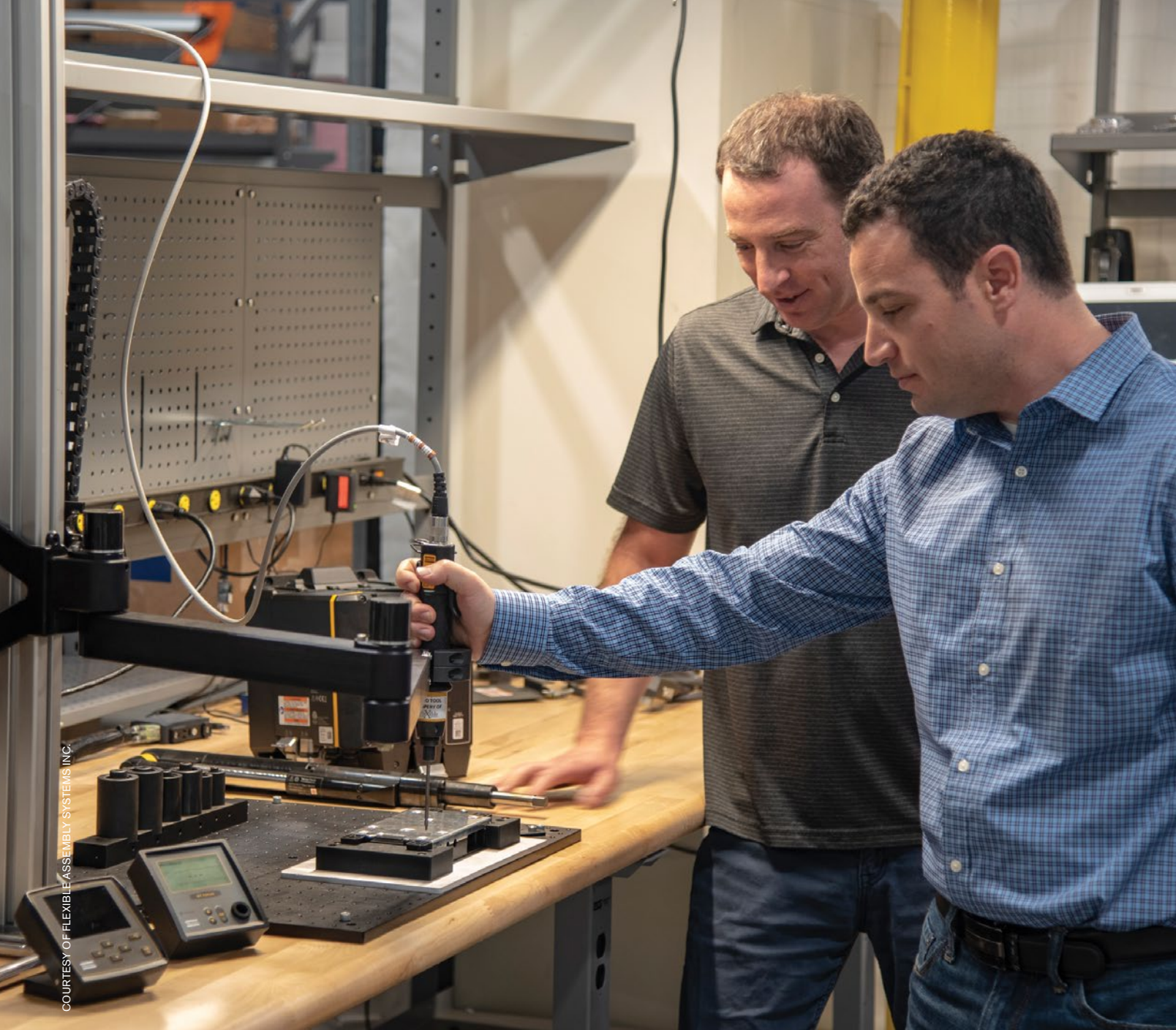
Eddie and Aaron Silverberg

OWNERS, FLEXIBLE ASSEMBLY SYSTEMS INC.

San Diego, CA

Eddie and Aaron Silverberg's business started small like so many other famous success stories: in their parents' garage. With SBA assistance they've been able to eclipse their humble origins. The Silverbergs qualified for the SBA-guaranteed 504 Certified Development Company loan program and purchased their own design and development space. Flexible Assembly Systems works with light industrial manufacturing companies to provide industrial tools and custom automated systems. Their products are used in a range of applications from aerospace to pharmaceutical. The Silverberg's San Diego-based company is an international distributor and supplier of industrial tools and products throughout North America and the European Union. Its product lines include automation components, custom engineered solutions, hand tools, hoists, industrial robotics, material handling, laboratory, torque-controlled power tools, soldering, safety, screw feeders, and scientific equipment. Its sales have increased recently with the addition of two new high-profile clients: an electric car company and a surgical robotics company.

- **What challenge did you have?** The challenge we faced in our business was the same that so many other small businesses experience: financing for expansion. We had to decide whether to invest our capital into growing our business by hiring more people or purchasing a building to accommodate future growth. We wanted to continue to expand by providing custom-engineered solutions for our clients. In the past, we've been innovative by creating an engineered applications division focused on providing solutions to common problems and challenges for manufacturing. We manage a talented team of design engineers, programmers, project managers, electrical engineers, and machine builders, and we wanted to give them the space to grow. We didn't qualify for traditional financing to purchase or renovate our own space, so we went to the SBA.
- **What was the SBA solution?** Using the SBA-backed 504 Certified Development Company loan program, we acquired a 20,000-square-foot cutting-edge tech facility, where we've been able to grow our team to 28.
- **What benefit did this have for you?** Thanks to our 504 loan, we've expanded our operations, hired more people, and seen an increase in sales and revenue. We're proud to say that Flexible Assembly Systems has survived two major recessions, which helped us become a stronger and healthier organization. Our product lines have grown over the years, but our philosophy has stayed the same: grow the business by providing valuable services and products. We have not lost sight of who we are and how we got here—through the care and generosity of our family and the support of our earliest clients.



COURTESY OF FLEXIBLE ASSEMBLY SYSTEMS INC.

“

Thanks to our SBA-backed 504 loan, we've expanded our operations, hired more people, and seen an increase in sales and revenue.”

Eddie and Aaron Silverberg

Owners, Flexible Assembly Systems Inc.



We're Builders at Heart

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

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

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

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

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

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

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

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



3 Tips for Building Your Brand Online



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

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

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

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

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

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

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

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

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



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FUNDING PROGRAMS

Financing Your Small Business



A Deal is Inked

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

WRITTEN BY Pam Kasey

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

The idea surprised Morales, 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," Morales says. He was scared, but the couple decided to take the leap.

Morales 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," Morales said.

In frustration, Morales 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 Morales and Briggs soon qualified for SBA funding. They received a 7(a) loan of \$1.1 million toward the \$1.4 million purchase, enabling Morales 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," Morales 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," Morales 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. Morales and Briggs have earned high reviews online.

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

“

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

Mark Moralez
Owner
Printing Palace

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

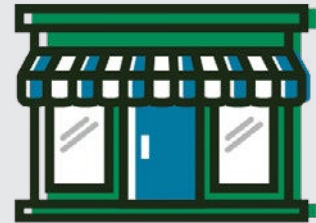
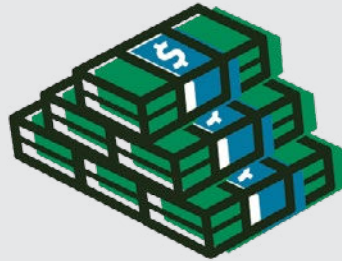
At a time when print shops routinely struggle and fail, Printing Palace has secured its place. “Revenues have stayed steady,” Moralez says. “But we’ve streamlined everything, so we’re a lot more efficient and profitable than we were. In an industry that peaked 10 years ago and has slowly been in decline,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

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

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

SBA-backed Loans

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



Lender Match

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

Need Financing?

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



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

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

MAX LOAN AMOUNT: \$5 million

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

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

GUARANTEE: 50 to 90 percent

CAPLines

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

SBA Express Loan

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

MAX LOAN AMOUNT: \$350,000

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

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

GUARANTEE: 50 percent

Community Advantage Program

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

INTEREST RATE: prime + 6 percent

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

GUARANTEE: 75 to 90 percent

Microloan Program

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

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

TERMS: lender negotiated, no early payoff penalty

504 Certified Development Company Loan Program

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

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

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

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

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

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

SBA Lenders

Our participating SBA Lenders serve all of California unless otherwise noted.

Imperial Valley

EL CENTRO

Community Valley Bank

1443 Main St.
(760) 352-4784
crodriguez@yourcvb.com
yourcvb.com

JPMorgan Chase Business Banking

2303 N. Cottonwood Drive
(760) 482-9320 or (800) 242-7324
fernando.perezrul@jpmchase.com
chase.com

Rabobank

1448 Main St.
(760) 337-3227
josue.perea@rabobank.com
rabobankamerica.com

Sun Community Federal Credit Union

1068 Broadway
suncommunityfcu.org
(760) 336-8663
rbernal@suncommunityfcu.org
(760) 336-8658
bgarcia@suncommunityfcu.org

San Diego County

ENCINITAS

C3 Bank

(with locations in San Marcos & Carlsbad)

850 Coast Highway 101
(800) 785-5991
c3bank.com

Seacoast Commerce Bank

345 South Coast Highway 101, suite N
(760) 753-7300
azimbalist@sccombank.com
sccombank.com

ESCONDIDO

Wells Fargo SBA Lending

500 La Terraza Blvd., Ste. 200
(805) 210-1496
rita.mitchell@wellsfargo.com
wellsfargo.com

LA JOLLA

Bank of the West

4180 La Jolla Village Drive, suite 405
(858) 352-0037 or (866) 306-7254
danny.pham@bankofthewest.com
bankofthewest.com

Pacific Premier Bank

875 Prospect St., suite 100
(858) 964-8954
sfriedman@ppbi.com
ppbi.com

Silvergate Bank

4250 Executive Square, suite 100
(858) 362-6302 x1132
chopkins@silvergatebank.com
silvergatebank.com

LA MESA

Umpqua Bank

7777 Alvarado Road, suite 500
umpquabank.com
(619) 315-2179 or (866) 486-7782
laura.shively@umpquabank.com
(619) 315-2183
stephaniebitters@umpquabank.com

NATIONAL CITY

Neighborhood National Bank

1717 Sweetwater Road
mynnb.com
(619) 789-4440
twelch@mynnb.com
(619) 789-4441
tdewitt@mynnb.com

SAN DIEGO

Bank of Southern California

12265 El Camino Real, suite 100
banksocal.com
(619) 787-7725
spollett@banksocal.com
(858) 847-4783
tdivita@banksocal.com

Banner Bank

701 B St., suite 100
(619) 231-8500
jeremy.wilson@bannerbank.com
bannerbank.com

BBVA Compass

402 W. Broadway, 23rd floor
(480) 239-0464
dimitri.anifantis@bbva.com
bbva.com

California Bank & Trust

4320 La Jolla Village Drive, suite 210
(619) 667-2816
rick.wheeler@calbt.com
calbt.com

California Coast Credit Union

9201 Spectrum Center Blvd.
(858) 636-3446
kstock@calcoastcu.org
calcoastcu.org

California Credit Union

5898 Copley Drive
(858) 769-7551 or (858) 769-8000
gespino@ccu.com
ccu.com

CalPrivate Bank

550 W. C St., suite 2050
(619) 719-4019
rpedersen@calprivate.bank
calprivate.bank

Celtic Bank

9939 Hibert St., suite 209
(877) 251-2873
wfloyd@celticbank.com
celticbank.com

Citizens Business Bank

12680 High Bluff Drive, suite 125
(619) 920-8470
rpweamer@cbbank.com
cbbank.com

CIT Small Business Lending

10680 Treena St., suite 250
cit.com
(858) 935-3127
terri.nutter@cit.com
(858) 935-3131
william.sommer@cit.com

Endeavor Bank

750 B St.
(760) 795-1176
sparker@bankendeavor.com
bankendeavor.com

Hanmi Bank

4637 Convoy St., suite 101
(858) 467-4818
joe.kim@hanmi.com
hanmi.com

Home Bank of California

4493 Ruffin Road
(858) 270-5881
hbc.bank

HomeStreet Bank

9363 Clairemont Mesa Blvd., suite S
(949) 999-2673
michael.hahn@homestreet.com
homestreet.com

JPMorgan Chase Bank

707 Broadway, suite 1200
(619) 876-9381
john.t.matanguihan@chase.com
chase.com

Manufacturers Bank Loan Processing

4025 Camino del Rio South #300
(619) 544-3011 or (888) 307-1543
info@manubank.com
manufacturersbank.com

Mutual of Omaha Bank

3580 Carmel Mountain Road, suite 160
(858) 369-3124
jeff.barnett@mutualofomahabank.com
mutualofomahabank.com

Navy Federal Credit Union

9999 Willow Creek Road
(858) 437-4585 or (888) 842-6328
tony_porras@navyfederal.org
navyfederal.org

OneWest Bank, a division of CIT Bank

10680 Treena St., suite 250
(858) 935-3131 or (866) 777-0117
william.sommer@cit.com
cit.com

PenFed Credit Union

9494 Miramar Road
(858) 860-8802
paul.socia@penfed.org
penfed.org

Q2 Business Capital

(760) 801-3637
bmcclendon@q2bizcap.com
q2businesscapital.com

**Torrey Pines Bank,
a division of Western Alliance Bank**

12220 El Camino Real, suite 100
(858) 523-4656
sblack@torreypinesbank.com
torreypinesbank.com

Union Bank

9275 Sky Park Court, suite 300
(858) 492-6257
kirsten.hakes@unionbank.com
unionbank.com

US Bank

9918 Hibert St., suite 101
(760) 271-0676
chris.rodewald@usbank.com
usbank.com

Statewide Lenders

AltaPacific Bank

(909) 256-5302
amacabales@apbconnect.com
(951) 719-1215
mwolfe@apbconnect.com
apbconnect.com

Bank of America

baml.com
(619) 490-3302
jorge.ceballos@baml.com
(602) 695-0760
ryan.l.russell@baml.com

Bank of George

(714) 612-7711
bankofgeorge.com

Bank of Hope

(888) 811-6272
bankofhope.com

Banner Bank

(425) 806-2881 or (800) 272-9933
wmclaughlin@bannerbank.com
bannerbank.com

Bridge Bank

(714) 847-1917
steven.chaker@bridgebank.com
bridgebank.com

Business Lenders

(800) 646-7689 x235
pitterr@businesslenders.com
businesslenders.com

California Bank & Trust

(800) 400-6080
calbt.com

California Business Bank

(714) 389-9970 or (866) 495-4042
fandres@californiabusiness
bank.com
californiabusinessbank.com

Capital Bank

(949) 373-7311 or (888) 227-2792
sbainfo@capitalbank-us.com
capitalbank-us.com

**Capital Source, a division of
Pacific Western Bank**

(714) 637-7282
mcoberly@capitalsource.com
capitalsource.com

Citizens Business Bank

(800) 216-3303 or (559) 261-0222
dgallagher@cbbank.com
cbbank.com

City National Bank

(213) 673-7798 or (800) 773-7100
andrew.mort@cnb.com
cnb.com

Comerica Bank

(800) 522-2265 or (408) 556-5263
comerica.com

Commonwealth Business Bank
 (323) 988-3016
 davidu@cwbbank.com
cwbbank.com

Community West Bank
 (805) 650-1901
 jespino@communitywestbank.com
communitywestbank.com

East West Bank
 (626) 979-5076 or
 (888) 245-1756
 wai-chun.li@eastwestbank.com
eastwestbank.com

EH National Bank
 (323) 602-2015
 falavi@ehnbank.com
ehnbank.com

First Bank
 (619) 476-3200
 edward.sandoval@fbol.com
firstbanks.com

First Choice Bank
 (951) 319-7112 or (844) 315-7855
 gyoumans@firstchoicebankca.com
firstchoicebankca.com

First Citizens Bank
 (866) 322-4249
firstcitizens.com

First General Bank
 (626) 363-8893
 info@fgbusa.com
fgbusa.com

Fresno First Bank
 (619) 992-6725
 adorland@fresnofirstbank.com
fresnofirstbank.com

Harvest Small Business Finance
 (619) 339-1411 or (714) 742-8206
 dmcmamara@harvestsbf.com
harvestsbf.com

International City Bank
 (562) 436-9800
 ysantos@icb.biz
icb.biz

JPMorgan Chase Business Banking
 (415) 377-0916
 mark.w.baird@chase.com
chase.com

Mega Bank
 (626) 600-3618 or
 (626) 282-3000
 megabank@megabankusa.com
megabankusa.com

Mission Valley Bank
 (818) 394-2300
missionvalleybank.com

Open Bank
 (213) 892-1164
 ryan.shin@myopenbank.com
myopenbank.com

Opus Bank
 (714) 888-6702
 bfox@opusbank.com
opusbank.com

Pacific Alliance Bank
 (626) 773-8883 x102
 dwong@pacificalliancebank.com
pacificalliancebank.com

Pacific City Bank
 (213) 355-8828
paccity.net

Pacific Enterprise Bank
 (949) 623-7585
 thalbmaier@pacificenterprisebank.com
pacificenterprisebank.com

Pacific Premier Bank
 (888) 388-5433 or
 (949) 864-8516
 dheyden@ppbi.com
ppbi.com

Poppy Bank
 (951) 303-9990 or
 (888) 636-9994 x9060
 clester@poppy.bank
 loanhelp@poppy.bank
poppy.bank

Uniti Bank
 (213) 401-3222
unitibank.com

Participating Certified Development Companies

AMPAC Tri-State CDC
 22365 Barton Road, suite 210
 Grand Terrace
 (909) 915-1706
 jwarren@ampac.com
ampac.com

Advantage CDC
 11 Golden Shore, suite 630
 Long Beach
 (562) 983-7450 x123
 ahmad@advantagecdc.org
advantagecdc.org

California Statewide CDC
 141 S. Hudson Ave., suite 200
 Pasadena
 (800) 982-9192
calstatewide.com
 rona@calstatewide.com
 sasha@calstatewide.com

Capital Access Group
 16776 Bernardo Center Drive,
 suite 203
 San Diego
 (619) 847-7592 or
 (858) 605-2865
 wbrazas@capitalaccess.com
capitalaccess.com

CDC Small Business Finance cdcloans.com
 2448 Historic Decatur Road,
 suite 200
 San Diego
 (619) 243-8608
 msarthou@cdcloans.com

701 Palomar Airport Road,
 suite 300
 Carlsbad
 (619) 243-8665
 madams@cdcloans.com

Golden State CDC
 6946 Van Nuys Blvd., suite 204
 Van Nuys
 (818) 205-1770
 info@goldenstatecdc.org
goldenstatecdc.org

Southland EDC
 9663 Tierra Grande, suite 102
 San Diego
 (858) 578-1504 x221 or
 (888) 504-0084
 jglover@southlandcdc.com
southlandcdc.com

TMC Financing
 575 Anton Blvd., suite 300
 Costa Mesa
 (310) 499-8921
 jdavis@tmcf financing.com
tmcf financing.com

Participating Microlenders

AMPAC Tri-State CDC
 22365 Barton Road, suite 210
 Grand Terrace
 (909) 915-1706
 jwarren@ampac.com
ampac.com

CDC Small Business Finance
 2448 Historic Decatur Road,
 suite 200
 San Diego
 (619) 243-8639
 slamping@cdcloans.com
cdcloans.com

Community Advantage Lenders

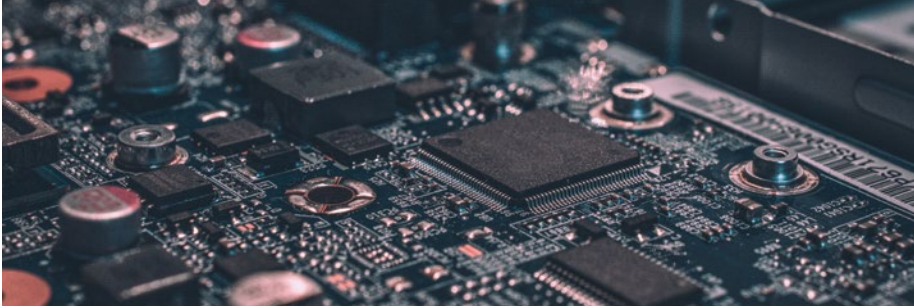
CDC Small Business Finance
 (619) 243-8639
cdcloans.com

TMC Financing
 575 Anton Blvd., suite 300
 Costa Mesa
 (310) 499-8921
 jdavis@tmcf financing.com
tmcf financing.com

VEDC
 5121 Van Nuys Blvd., suite 300
 Sherman Oaks
 (800) 304-1755
vedc.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**.



COURTESY OF FOREST LAKE DRAPERY AND UPHOLSTERY FABRIC CENTER



FOREST LAKE DRAPERY AND UPHOLSTERY FABRIC CENTER



FOREST LAKE DRAPERY AND UPHOLSTERY FABRIC CENTER

After the Flood

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

WRITTEN BY CARLEE LAMMERS

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

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

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

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

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

He received a low-interest, fixed-rate SBA

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

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

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



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

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

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

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

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

Disaster Declarations

Who to contact after a disaster is declared by the President



Register with FEMA at

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

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

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

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

Express Bridge Loan Pilot Program

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

Loan Amount: \$25,000

Terms: up to 7 years

Guarantee: 50 percent

Who to contact after a disaster is declared by the SBA

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



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

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

Information needed to get started:

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

How an SBA Disaster Loan Works

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

Verification & Processing

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

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

For Physical Damages

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

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

For Economic Injury

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

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

Closing & Funds Disbursement

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

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

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

Keep in mind

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

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

How to Prepare Your Business for an Emergency

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

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

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

Review your insurance coverage

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

Establish a solid supply chain

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

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

Plan for an alternative location

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

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



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

Surety Bonds

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

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

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

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



1
Surety bonds are requested

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



2
Surety partners with business

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



3
The SBA guarantees

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



4
Small businesses benefit

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

For Public and Private Prime Contracts and all Subcontracts

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

Cost of contract: up to \$6.5 million

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

For Federal Contracts

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

Cost of contract: up to \$10 million

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

SBA's QuickApp Program

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

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



Questions?

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

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

Kevin Valdes
Seattle, WA
(206) 553-7277

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

Assistance with Exporting

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

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

You can:

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

Financing for International Growth

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

Max loan amount: \$5 million

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

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

Guarantee: up to 90 percent

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

Max loan amount: \$500,000

Interest rate: typically not to exceed prime + 6.5 percent

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

Guarantee: up to 90 percent

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

Max loan amount: \$5 million

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

Terms: typically one year, cannot exceed three years

Guarantee: up to 90 percent

Benefits of Exporting

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

STEP 1 GET COUNSELING



STEP 2 FIND BUYERS



STEP 3 GET FUNDING



Expert Advice on Exporting

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

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

CONTRACTING

Doing Business with the Government



COURTESY OF EVANS CAPACITOR CO.

Staying Power

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

WRITTEN BY JESS WALKER

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

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

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

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

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



COURTESY OF EVANS CAPACITOR CO.



COURTESY OF EVANS CAPACITOR CO.

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

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

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

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

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

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

How to do business with the government

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



SBA Contracting Programs

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

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

All Small Mentor-Protege Program

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

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

To qualify for this program:

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

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

8(a) Business Development Program

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

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

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

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

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

The benefits:

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

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

HUBZones

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

- » be at least 51 percent owned and controlled by a U.S. citizen(s), a Community Development Corporation, an agricultural cooperative, or an Indian tribe
- » be located within a HUBZone, which includes Indian reservations and military facilities closed by the Base Realignment and Closure Act. Enter your address in our interactive map to see if your business is located in a HUBZone, maps.certify.sba.gov/hubzone/map.

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



Service-Disabled Veterans

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

Keep in mind

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

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



Regional/State Contracting Programs

Caltrans Disadvantaged Business Enterprise Federal Program

California Department of Transportation
1823 14th St.
Sacramento
(916) 324-0449 TTY 711
dot.ca.gov/obeo/dbe.html

California Small Business and Disabled Veteran Business Enterprise Certifications

707 Third St., first floor, room 400
West Sacramento
(916) 375-4940
osdshelp@dgs.ca.gov
dgs.ca.gov

City of San Diego Purchasing and Contracting

1200 Third Ave., suite 200
(619) 236-6000
purchasing@sandiego.gov
sandiego.gov/purchasing

City of San Diego Small Local Business Enterprise Programs

(619) 236-6000
contacteoc@sandiego.gov
sandiego.gov/eoc/programs/slbe

San Diego County Department of Purchasing and Contracting

County Operations Center
5560 Overland Ave., suite 270
San Diego
(858) 505-6367 TTY (800) 735-2929
sandiegocounty.gov

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).

San Diego Contracting Opportunities Center

Southwestern College Higher Education Center
Center for Business Advancement
880 National City Blvd., suite 7100
National City
Director Rachel Fischer
(619) 216-6671
sdcoc@ptac-sandiego.org
ptac-sandiego.org

Women-Owned Small Business Certification

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

Here's how to get certified:

1. Make sure you're eligible

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

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

2. Register

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

3. Certify

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

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

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

4. Update your status

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

5. Search the database

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

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



Small business is no small task.

So Progressive offers commercial auto and business insurance that makes protecting yours no big deal.
Local Agent | ProgressiveCommercial.com

PROGRESSIVE
COMMERCIAL