



South-West Texas Border  
**Small Business  
Development Center Network**  
*The University of Texas at San Antonio*



# FROM THE DIRECTOR

I am proud to announce the results of another great year of helping build the Texas economy, one business at a time. The South-West Texas Border SBDC Network had a record-breaking year with over 6,000 new jobs created across the region. Our professional business advisors and trainers throughout South, Central, and West Texas continue to advise small businesses by the thousands.

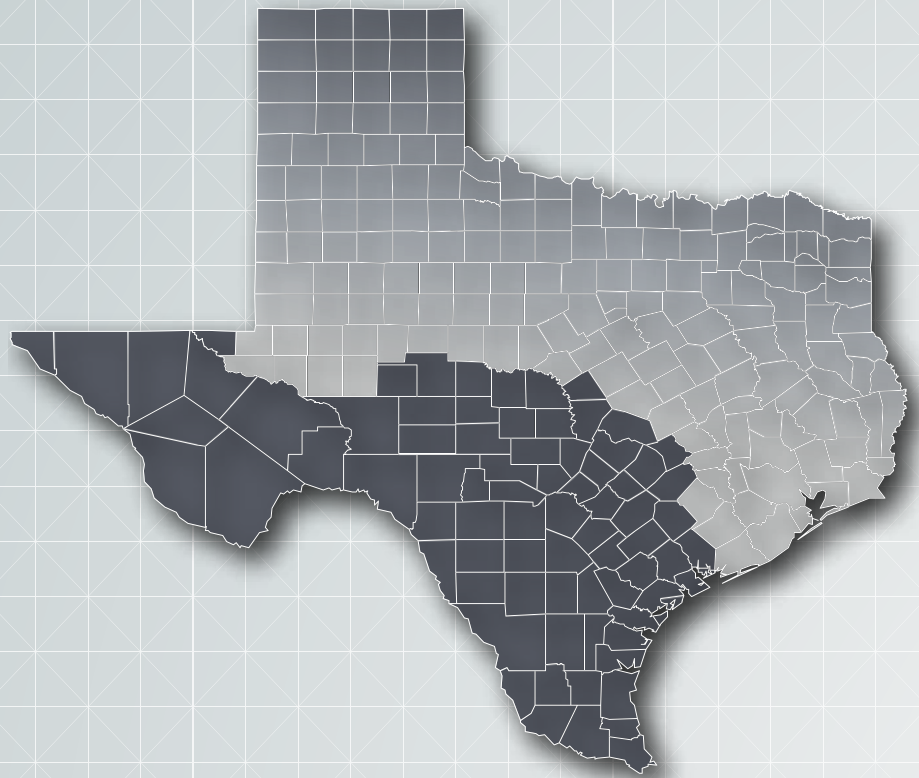
In 2016, the Network will focus on emerging markets in cybersecurity, exporting, and technology commercialization by building staff capacity and offering timely initiatives for businesses with expansion and growth potential. Targeted outreach to veterans, women, minority, and rural business owners will remain a strategic priority.

The Network is a proud contributor to UTSA's Tier One journey by offering top-tier services across our region. Our staff works directly with existing and aspiring business owners to address their issues and pursue new opportunities while creating a positive return on investments by our stakeholders.



**Albert Salgado, Director**

SWTXB Small Business Development Center Network



## SERVICE RESULTS

2015

Total Businesses Served	25,990
Trainings, Seminars & Courses	1,104
Training Participants	18,989
Consulting Cases	7,001

## ECONOMIC IMPACT RESULTS

2015

Jobs Created	6,108
Jobs Retained	5,031
New Financing   Investments	\$323,390,976
New Sales   Contracts   Exports	\$875,919,325
New Business Starts	652
Business Expansions	536
New Tax Revenue Generated	\$41,696,293



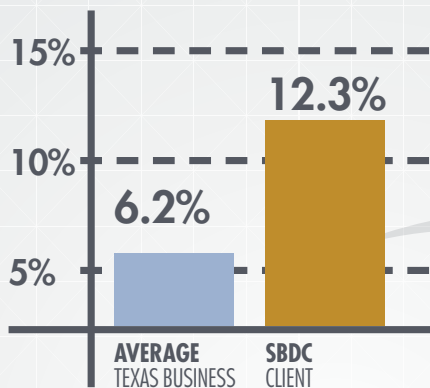


# *SBDC Client vs. Average Texas Business*

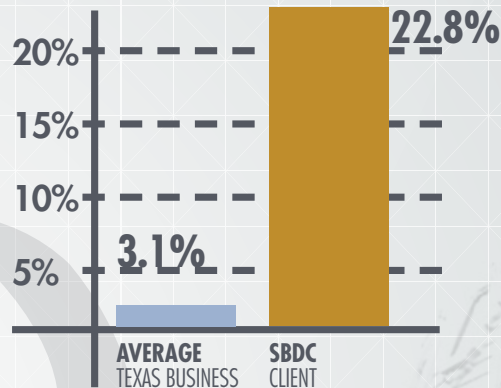
Return on Investment Equals Increased Jobs,  
Sales, Financing, and Tax Revenues

INDEPENDENT STUDY RESULTS: SOUTH-WEST TEXAS BORDER SBDC LONG-TERM CLIENTS\*

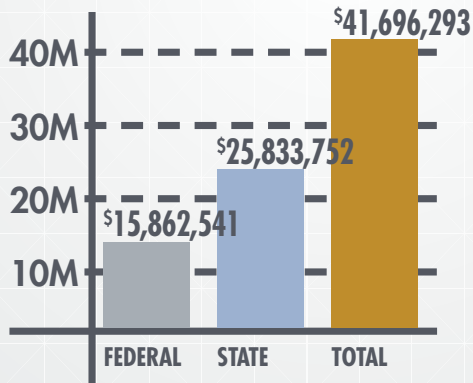
## SALES GROWTH



## EMPLOYMENT GROWTH



## NEW TAXES GENERATED



**COST PER JOB**  
**\$766.00**

“SBDC long-term consulting assistance is highly valuable from a public policy perspective because it returns tax revenues to state and local governments and value and capital to its clients that are greater than the direct cost of providing the service. For every \$1.00 invested in the South-West Texas Border SBDC, a return of \$8.91 is generated.”

# The World of SBDC GLOBAL

At the 2012 Summit of the Americas U.S. President Barack Obama announced his vision for the Small Business Network of the Americas (SBNA) to develop the small and medium-sized enterprises (SME) sector and encourage greater trade throughout the Americas. SMEs are key drivers of job creation and broad-based economic growth in the U.S. as well as in the Western Hemisphere.

The SBNA Initiative aims to build a common development infrastructure through sustainable Public-Private-Academic (PPA) Partnerships in each country and linked across the Americas. The SBDC program is the largest and most successful small and medium-sized enterprise assistance program in the United States.

The SBDC model has evolved over 35 years at 1,100 universities and colleges across the U.S. and become an international best practice, with documented business growth results. The Network's SBDC has created a five-phase model to help establish national SBDC networks. The SBDC program is a collaborative

effort between the public, academic, and private sectors, which jointly invest efforts and funds to guarantee the sustainability of the program and maximize its effectiveness. The mission of the SBDCs is to promote growth, innovation, productivity, and competitiveness for small businesses through improvements to their business administration, access to capital, technology, and markets.

UTSA leads the SBDC consulting effort to build a network of small business centers across the hemisphere for economic development and trade, on behalf of the U.S. State Department and Organization of American States.

## 5 Phase SBDC MODEL

- **Start-Up** – introducing the model to SME authorities and stakeholders
- **Transfer** – a 4 month in-country training course and strategic plan
- **Implementation** – establishing Pilot Centers and network administration
- **Consolidation** – accreditation of services and economic impact results
- **Internationalization** – linking to SBDCGlobal.com for trade facilitation

## SBNA *by the numbers*

AS OF DECEMBER 2015

Total Countries  
Assisted  
**20**

Total SBDCs  
Launched  
**102**

SBDCs Expected To  
Launch in 2015-2016  
**190+**

Total U.S. & Foreign  
Professionals Trained  
**5,262**

Participating Countries  
Funding Committed  
**\$35.5 Million+**  
(estimated)

Our Global  
Partners



## Chile to open 50 SBDCs through SBNA expansion



Under a mandate from President Michelle Bachelet, Chile began implementing the proven SBDC model taught by UTSA. The Centros de Desarrollo de Negocios (CDN) will provide quality one-on-one advising services as well as group training and customized market research to small businesses and entrepreneurs to promote growth, productivity, diversification and innovation among Chilean small businesses.

*"One of our very best centers is operated by The University of Texas in San Antonio; it is going to be working directly with our Chilean friends in helping to ensure that your centers do exactly the same."*

*- JOHN KERRY, U.S. SECRETARY OF STATE*

In October, Chile opened their first Small Business Development Center (SBDC) in Valparaiso, Chile. To date, over 600 Chilean professionals have participated in the SBDC Advisor and Director Certificate Training Program taught by UTSA. Over the next two years, Chile is set to open 50 centers located in all 15 regions of the country and will invest approximately \$45 million (U.S.) in the program by a combination of public, private, and academic sectors.





## Business HIGHLIGHTS

### *Business Expansion*

*Increased Export Sales* – \$500,000

*Patents* – 80 countries

*Jobs Retained* – 12

## Manufacturing Diverse Success

Concord Supply, founded in 1991, is a manufacturer of packaging material, special laminations, and extrusions. This is a true American dream story for founders and owners, Victor and Liliana Quiñones. They started Concord with just \$10 and it has grown to include four different divisions of the company. Concord Supply has established a solid customer base and a sound reputation in the business world, becoming one of the main producers of anti-corrosive packaging. Today, Concord Supply's products are used around the world in applications such as metal and wood packaging, construction and agriculture.

Senior International Business Advisor Alberto Rodriguez-Baez began working with Concord in 2013. The center provided assistance with international market research, trade advising, proper coding, and

*"The market research prepared for us by the International Trade Center was very valuable and has allowed us to begin penetrating new global markets."*

- VICTOR QUIÑONEZ, OWNER

international business development training. The International Trade Center's Market Research Team provided critical insight and market intelligence that helped Concord's staff to identify attractive markets and potential clients abroad. In addition to working with the International Trade Center, Concord has worked with the Institute's SBDC Procurement Technical Assistance Center, and the MBDA Business Center - San Antonio.

Owner Victor Quiñones has also opened a subsidiary of Concord Supply called Concord Oil Recovery Company. Through a patented seagoing vessel the company invented a solution for oil spill recovery, which was recently showcased to United States Trade Representative Michael Froman. It safely attracts and separates oil from ocean and freshwaters, immensely lessening environmental damage and securing the oil for future commercial application. These units will be manufactured in San Antonio and exported worldwide. Currently, the company has six authorized patents recognized in 80 countries and four pending patents. Concord supply was also awarded the 2014 Small Business Emerging Exporting Firm at the Minority Business Development Agency's Minority Enterprise Development Week.

# Business HIGHLIGHTS

## *Business Expansion*

*Federal Contracts – \$5.6M*

*Jobs Retained – 87*



## *New Cyber Markets*

Avosys Technology is a fast-growing Microsoft Certified company that provides federal, defense, healthcare and commercial enterprises with high-value information technology and consulting services. Incorporated in 1998, Avosys is a Minority Owned, 8(a), Small Disadvantaged, HUBZone business. Owner, Arshdeep “AK” Khurana has created a team of technical and business professionals who are committed to the bottom line of ensuring client success by bringing quality and best practices to every project.

Avosys began working with the SBDC PTAC in 2011 and received assistance with human resource management, the development of an employee handbook, and developing equal employment opportunities

*“The SBDC has been an influential source of knowledge, networking, and counseling that has allowed the company to successfully grow.”*

*- ARSHDEEP KHURANA, OWNER*

and affirmative action guidelines. Today, the company is working with Business Advisor Eloy Garcia to help the business increase sales and expand into new markets across San Antonio and South Texas. The SBDC has been instrumental in helping Avosys diversify its business practices to better serve the public sector, including human resources, accounting, marketing,

certifications, proposals, and contract administration.

Since working with the SBDC, Avosys has nearly doubled in size. The company now has an impressive portfolio with over 150 projects and provides services for more than 50 federal, state, and commercial customers nationwide. In 2014 Avosys received a multi-million dollar contract with the Department of Defense to expand cyber security and intelligence services to Randolph and Lackland Air Force Base. Avosys is quickly becoming a household name in the local cyber security community. The company also provides management and administrative support services to the Warrior Transition Battalion unit at Brooke Army Medical Center at Fort Sam Houston.





## Business HIGHLIGHTS

### *Business Expansion*

**Owner Investment** – \$500,000

**Commercial Loan** – \$1.3M

**Increased Sales** – \$500,000

**Jobs Created** – 14

## Shining Example of Growth

Siew Pang is a serial entrepreneur, having opened her first business in 1994. She started her career with a small souvenir shop at the Mercado retail center in Downtown San Antonio and later expanded to a retail shop at the San Antonio International Airport. She and her husband, Walter, ran the shop in the airport until renovations caused them to close their doors. In 2007, Siew obtained Sunshine Distributors and has never looked back. The company offers a wide range of products to the healthcare and hospitality industries of the South Central Texas area.

After reviewing business operations, Siew knew that both the distributor and uniform sides of Sunshine needed to be upgraded drastically to keep up with changes in the

*"The SBDC has a wide range of resources, events, and workshops to build your base and expand your knowledge. I recommend them to any small business owner."*

- SIEW PANG, OWNER

industry. Siew began her long-standing relationship with the UTSA Small Business Development Center in 2000. Business Advisor Mike Reyes has worked with Siew for over a decade. They have worked on everything from the initial phases of loan packaging and approval, which resulted in the purchase of the business, to existing and future acquisitions. Siew also received

assistance with financial planning, marketing, and human resources. Siew currently operates two facilities; the main distribution hub in Downtown San Antonio and an outlet on the northside of the city.

The mantra of the business is "Have a Sunshine Day" which is present in the daily business operations. Siew hopes every interaction she has with customers or the community leaves things in a better light. The company is active in the community and offers scholarships to nurses, provides mentorships to other small businesses and is active in the Big Brothers and Big Sisters organizations. Siew has participated in the Building Business Excellence Program offered by the SBDC twice and is active on the SBDC advisory board.



# Business HIGHLIGHTS

## *Business Expansion*

*Contracts Awarded – \$15M*

*Increased Sales – \$1.3M*

*Jobs Created – 9*

*Jobs Retained – 15*



## *Engineering Solutions*

FirstView Consultants began as an embedded systems design firm, working with key clients in the medical, industrial, and automotive industries. The company understands that complex product solutions today require multiple software and hardware components that can add substantial risk to schedules, costs, and resources when they are pieced together across multiple suppliers. Owner Dominic Selvaraj is a career embedded systems design engineer with over 16 years in the industry. He wanted to start a company that provided customers with one-stop shopping to bring all the elements together for a successful prototype and production product, and from that dream, FirstView Consultants was born.

Dominic initially came to the

*"We did not and could not have done this alone. We had help from Peg and the SBDC every step of the way."*

*- DOMINIC SELVARAJ, OWNER*

Texas State SBDC on the referral of a mutual business contact. At that time, he was seeking funding in order to grow his business and to move away from accounts receivable funding. Business Advisor Peg Richmond worked with him through a number of lending efforts until Dominic secured a line of credit for \$600,000. The SBDC provided assistance preparing to access commercial funding

and also helped Dominic with his startup structure, design and manufacturing contracts, working capital management, and human resource needs. Peg has earned a very trusted place within the business and recently joined the company Board of Directors at Dominic's invitation.

The company has since developed a small portfolio of 7-8 products for which they are exploring commercial opportunities. FirstView is an embedded systems expert specializing in rapid prototyping, system architecture, and software solutions. They empower their clients to develop use-cases for research, capital and prospective buyers. Due to the company's success, Dominic was also able to sell a portion of the business for over \$2 million.



## Business HIGHLIGHTS

*Business Expansion*

*Business Loan – \$250,000*

*Federal Contract – \$3.5M*

*Jobs Created – 85*

*Jobs Retained – 20*

## Stepping In To Clean Up

Alicia Martinez knew the ins-and-outs of maintaining a very functional and clean home and was eager to capitalize on what she knew best, cleaning. Alicia decided to take the mop and broom by the handle and start a business. K Clean Janitorial opened its doors in May 2000 cleaning offices and small storage facilities. As word began to spread about Alicia's quality work, so did the janitorial jobs. She asked her daughter Adrianna for help in managing the company and additional customers.

Alicia and her daughter Adrianna sought the assistance of the SBDC to obtain 8(a) certification to begin government contract work. They

*"The assistance of the SBDC has been a blessing. They worked with us step by step and were instrumental in helping us obtain a large government contract."*

- ALICIA MARTINEZ, OWNER

were awarded their first government contract with the National Park Service in 2009. After that, other government agencies were interested in K Clean Janitorial services; they obtained contracts with the El Paso Intelligence Center, U.S. Border Patrol, Customs & Border Protection, International Water

Boundary Commission, and White Sands Missile Range.

When Ft. Bliss Army Base was looking for a new janitorial service, K Clean was ready to step in. However, they needed to obtain a substantial amount of capital to staff and service the army base. Alicia and Adrianna revisited the SBDC again and worked with Business Advisor Mike Avila on a comprehensive loan proposal; as well as updating registrations and certifications needed for the large government contract. The timely turnaround resulted in K Clean Janitorial being awarded a sole source contract by Ft. Bliss. The contract is renewable for up to four years.



## Business HIGHLIGHTS

### *Business Expansion*

*Contracts Awarded* – \$30,360

*Increased Sales* – \$780,720

*Jobs Created* – 6

*Jobs Retained* – 3



## Food Manufacturer Grows

El Yaqui Mexican Products is a manufacturer and wholesaler of corn tortilla products, primarily tortilla chips and tostadas. Rafael Pacheco started the business in 2007 and named the company in honor of his uncle, who was nicknamed “El Yaqui”. The nickname is derived from the Yaqui Indians who inhabited the valley of the Mexican state of Sonora and the Southwestern United States.

Rafael sought assistance from the UTRGV SBDC to expand his business operations. Business Advisor Adriana Rincon and Senior Business Advisor Janie Caballero provided assistance with business planning, financial projections,

*“I have been a client of the SBDC for a number of years. Not only did they help me expand my business, El Yaqui, I was also able to start a new customs broker office.”*

*- RAFAEL PACHECO, OWNER*

and research, which Rafael used to access capital and to determine an increase in owner injection. Rafael participated in the small business competition *Ruby Red Ventures* with the support of the SBDC which the Mission Economic Development Corporation and the Mission City

Council created to nurture the spirit of entrepreneurship and promote the creation of innovative businesses in the City of Mission. With hard work and determination, Rafael was awarded \$40,000 from the competition and used the funds to purchase key pieces of equipment and delivery vehicles.

With the increased capital, Rafael satisfied new contracts with H-E-B, the Alamo Drafthouse, and other local restaurants. He has future plans to pursue niche industry markets, such as movie theaters and industry food brokers. The company is currently in negotiations to sell its products to a major distributor.



## *Business* HIGHLIGHTS

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### *Business Expansion*

***Commercial Loan*** – \$120,000

***Increased Sales*** – \$398,000

***Jobs Created*** – 5

***Jobs Retained*** – 2

## *Surviving the Surge*

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Bolt Diesel, LLC is a repair shop for oilfield semi trucks and trailers. Services range from welding, engine repair, axle spindles repair, transmission rebuild, clutch replacement and breakdown services. With over seventeen years experience in the diesel industry, Michael Rayos opened Bolt Diesel, LLC in 2012. When the building Bolt Diesel is housed in became available for purchase, Michael was immediately interested. With encouragement from his father, he began investigating loan options.

Michael was referred to the SBDC by a loan officer at West Texas National Bank. In addition to purchasing the commercial real

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*"My SBDC buiness advisor was very helpful and professional in helping me expand my business. The services provided by the SBDC are invaluable."*

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*- MICHAEL RAYOS, OWNER*

estate, Michael was interested in buying new equipment, tools, and parts inventory. Business Advisor Ken Winkles worked with Michael to prepare a business plan with a loan proposal that included cash flow analysis, loan amortization, and contract review. Together, they were also able to establish

accounting best-practices, update all the necessary company books, and connect Bolt Diesel with a local bookkeeper. The extended loan process allowed Advisor Winkles and Michael to continue to evaluate his business and identify additional opportunities in Pecos. As a result of the collaboration, a commercial loan was secured and Michael was able to purchase the property, equipment, tools, and inventory he needed.

Bolt Diesel has built a strong reputation of honesty and quality and business has remained steady due to demands in the oil fields. Michael has plans to grow Bolt Diesel, LLC operations in the near future.



# Business HIGHLIGHTS

*Business Expansion*

*Seller-Financed Buyout – \$1.1M*

*Jobs Retained – 17*



## Succession Success

Medical Arts Pharmacy has served as a staple of the San Angelo community for over 58 years. The pharmacy offers quality products from Invacare, Golden Technologies, and Hollister. It also offers new wheelchairs, walkers, lift recliners, diabetic supplies, therapeutic support surfaces, lifts and slings, daily living aids, bed products, ostomy products, and more. Bryan Abernathy was an employee at the Pharmacy for almost a decade. After years of dedicated service, the pharmacy's owners were looking to transition the business to a new owner. Bryan was immediately interested and began the process of purchasing Medical Arts Pharmacy.

Bryan was referred to the SBDC by the San Angelo Chamber of

*"The SBDC offered guidance in important decision making as well as putting me in touch with other contacts to find solutions for the problems we have faced."*

*- BRYAN ABERNATHY, OWNER*

Commerce. He met with various advisors to discuss the ownership transition agreement, operating handbooks and applied income. The SBDC also provided assistance with an extensive marketing plan that focused on the pharmacy's durable medical equipment line, doctor connections, long-term

care facilities, the Angelo State University clinic, and La Esperanza. Bryan is eager to revitalize the pharmacy industry in San Angelo by diversifying offerings and filling a need for personalized attention to customer needs.

In February of 2015, Bryan completed the purchase of Medical Arts Pharmacy and the company recently participated in a local Business Expo. Medi-Mart a sister business and long-term care pharmacy, was also included in the purchase. The SBDC worked with Bryan to get on the General Services Administration (GSA) schedule and is working to promote his GSA products to the government and other military entities.



## Business HIGHLIGHTS

### *Business Startup*

***Owner Investment*** – \$11,000

***Increased Sales*** – \$47,400

***Jobs Created*** – 4

## *Restoring Infant Health*

Dr. Marilyn Brodeur is not your average dental surgeon, she also happens to be the mom of a tongue tied baby. Influenced by her personal experience, she opened a dental surgery practice dedicated to the treatment of restrictive lingual frenum, or infant tongue tie. This congenital condition restricts a child's ability to feed and results in frequent challenges.

After graduating from the University of Maryland, Baltimore College of Dental Surgery, she continued her residency at Johns Hopkins Hospital, where she was introduced to a procedure called Frenectomy. The success of her son's procedure inspired her to travel to learn from other laser frenectomy providers. She opened her practice in 2014 and is personally involved with her patients

*"I am very optimistic about my business' future and look forward to my advisor's and the SBDC's continued guidance."*

*- MARILYN BRODEUR, OWNER*

from diagnosis to aftercare, even providing parents with her direct phone number.

Before starting her business, she went around in circles creating lists, notes and spreadsheets that she thought would give her direction. After creating all of the lists, she had no idea where to go next, so she contacted the Del Mar College SBDC. Business Advisor Theresa

Moffitt guided Marilyn through creating a detailed 36-month financial projection, including balance sheets, income statements, and cash flow reports. Theresa also provided assistance evaluating leasing options, bookkeeping, marketing, and human resource issues.

In addition to her practice, Dr. Brodeur participates in speaking engagements around the state. She most recently spoke at the Texas A&M Corpus Christi Pre-Dental Society, The Lactation Care Center of McAllen, and served as a keynote presenter for the International Affiliation of Tongue Tie Professionals webinar series. Brodeur has expanded her practice to Houston through a cooperative agreement with board certified lactation consultants.



# Business HIGHLIGHTS

## *Business Expansion*

*Jobs Created – 1*

*Jobs Retained – 9*



## *Serving the Community*

After graduating from the University of Houston-Victoria with a degree in accounting and becoming a Certified Public Accountant, Diane Kliem was employed as a Controller/Human Resource Manager for two different CMC Steel Group Companies. She later attended South Texas College of Law in Houston and received her law degree while working part time for a local firm. Diane's primary areas of practice are real estate planning (wills and trusts), business law, family law, probate, real estate, and employment law.

In 2010, Diane looked to the SBDC for assistance with starting her own firm. She met with SBDC Associate

*"The SBDC has been an integral part of my business plan from the beginning. I recommend all small businesses utilize the SBDC as a resource."*

*- DIANE KLIEM, OWNER*

Director and Senior Business Advisor Lisa Barr who helped with research using the SBDC National Clearing House. She was able to gather information on local markets, price points, competitor services and financial projections. Diane was able to successfully open her practice and continues to use Lisa as a sounding

board and resource for marketing and human resource management.

Diane is a lifetime resident of Victoria and always looks for ways to give back to her community. She currently serves on the board for the Victoria Council on Estate Planning, Victoria Professional Express Network, Victoria Chapter of CPA's, and Crimestoppers of Victoria. Kliem and Associates also financially contributes around \$10,000 per year in donations and sponsorships to local organizations. In addition to a wide array of accolades, Diane was also recognized as the Small Business Administration 2015 Small Business Person of the Year.



## *Business* HIGHLIGHTS

### *Business Startup*

*Owner Investment* – \$5,000

*Increased Sales* – \$15,000

*Jobs Created* – 2

## *Eco-Friendly Energy*

Francisco Hernandez had a vision to offer residential and commercial energy users of Laredo a conservative and eco-friendly option to reduce their energy bills. With over twenty years of industry experience, Francisco was well positioned to fill a need in the community. He has Bachelor's degrees in Electronics and Electrical and Electronics Engineering from the Instituto tecnologico de Nuevo Laredo and has certifications in PV Solar Mastery.

Smart Renewal Energy provides Photovoltaic (PV) Solar panels that generate electricity directly from sunlight via an electronic process that occurs naturally in certain types of material, called semiconductors. PV devices can be used to power anything from small electronics

*"Thanks to the guidance of the SBDC  
I was able to make my dream of  
starting my own business a reality."*

*- FRANCISCO HERNANDEZ, OWNER*

such as calculators and road signs up to homes and large commercial businesses.

Francisco first approached his local bank about a loan to start his business and was referred to the TAMIU SBDC for assistance. After meeting with Business Advisor Tina Rodriguez, Francisco was able to start his business and look

into certifications for state and federal contracting. Smart Renewal Energy is now listed as a vendor on BuyBoard and recently received the Historically Underutilized Business (HUB) certification. Tina was also able to provide assistance with permits and marketing.

This year, Smart Renewal Energy submitted eight proposals to the diocese and two proposals for new construction in the City of Laredo and is registered with the City, LISD, and Webb County. The company now has a website, Facebook page, marketing collateral and has placed advertisements in the local paper. Francisco is excited about the work he and his team are doing and is proud to offer the City of Laredo an eco-friendly energy alternative.



# Business HIGHLIGHTS

*Business Startup / Expansion*

*Owner Investment* – \$200,000

*Jobs Created* – 6

*Jobs Retained* – 4



## Investing in the American Dream

Virginia G. Villarreal is a Mexican national from Monclova, Coahuila where she owns a women's boutique. She and her family moved to the United States to pursue the American Dream. One hurdle Virginia had to overcome was her immigration status, which made her unable to work in the U.S. or own her own business. This hurdle did not stop Virginia from pursuing her dream and due to her outgoing nature and membership with the local Chamber of Commerce, it led to a referral to the Rio Grande College SBDC.

During her first meeting at the SBDC, Senior Business Advisor Cynthia Gomez recommended that Virginia contact an immigration attorney about the necessary visas.

*"The SBDC was the most important support tool in making my dream come true. They gave me the confidence and motivation I needed to open a successful business."*

- VIRGINIA VILLARREAL, OWNER

The process was very detailed and Virginia had to fulfill many requirements from her attorney to move the visa application forward. Virginia and Cynthia worked tirelessly to prepare a quality business plan along with other documents to fulfill the visa application requirements. With dedication and hard work, Virginia's investor visa was approved and

she was able to move forward with opening her business.

The business idea was successfully launched and La Boutique opened its doors to huge local revues. Virginia continued her long-term relationship with her SBDC advisor and received assistance with market research, business operations, licenses and permits, and human resources. She has expanded her product line and invested additional monies in La Boutique allowing for a larger selection to its customer base. Her past experience in boutiques in Mexico has led to great success in Eagle Pass. La Boutique has become one of most recognized high-end boutiques in the region and continued success and growth is anticipated.



*"Castroville is an agricultural town, and we've always been doing things like farm-to-table, but then, people drive 20 miles to San Antonio to go to a farmers market, instead of supporting their farmers next door. We need to look at our own town and bring healthy traffic in."*

- LORI KRIEGER, OWNER

## Rural Community Development

Today, rural communities are dealing with job loss, population loss, declining tax base, and loss of youth impacting the potential for future leadership and innovation. The SBDC Rural Business Program helps reverse these trends by providing rural communities and small to medium-sized businesses with technical assistance to help them grow, develop and create new jobs.

The RBP began working with the Castroville Area Economic Development Council in 2011 to discuss long-term sustainable business and economic growth, create jobs while maintaining and enhancing the distinctive historical and cultural qualities of Castroville. Work began with research, community surveys and the development a community strategic plan and vision plan. The research revealed

that the City of Castroville had a significant opportunity to capture and promote economic development in its community by capitalizing on its unique cultural and historical resources and its proximity to the San Antonio market.

The Rural Business Program and the UTSA SBDC have played an integral role with facilitating the implementation of the project by advising the community and business clients with research, information and connecting them with resources. The future is bright for Castroville, not only did the three way partnership result in the Medina Valley Higher Learning Center, but there are plans for a new medical center to open in 2017. New developments in residential, retail, commercial and historical perseveration projects are also in the works.

### TASTE ELEVATED

An exciting addition to the Castroville business landscape is Taste Elevated, which offers gourmet chutneys and spreads. Owners Lori and Benny Krieger began production in a small kitchen and have since opened their manufacturing center in Castroville. SBDC business advisors assisted with pro forma financial projections and deal structuring, market research, and future growth plans. Unique flavor combinations and flair for business, which includes recent wholesale expansion into Whole Foods and HEB's Central Markets are ingredients in their recipe for success. Lori knows she can count on the SBDC throughout the life of her business!



# Forward MOVEMENT

## SMALL BUSINESS CYBERSECURITY DEFENSE

UTSA is establishing a pilot program, with assistance from the Small Business Administration, to develop and demonstrate effective cyber security protection measures for small businesses working with the Department of Defense. In this new, more interconnected environment, the biggest risks to the security of advanced technologies and intellectual properties are in the form of cybersecurity. UTSA's top-ranked Center for Infrastructure Assurance and Security and the Network's SBDC Procurement

Technical Assistance Center will partner to cultivate a methodology and tools for broader protection of small businesses in the United States.

The program will be promoted through U.S. small business programs and associations in order to institutionalize and scale the concepts of low cost consolidated protection and wide community information sharing of malware threats.

## INFRASTRUCTURE OPPORTUNITIES

The Network's SBDC Procurement Technical Assistance Center has partnered with the Texas Department of Transportation to host a Texas Business Opportunity and Development (TBOD) program at UTSA. TBOD works to increase disadvantaged-owned business participation in the highway construction industry.

The program provides businesses with company specific training and guidance to help them become competitive within the heavy highway or construction marketplace. TBOD prepares disadvantaged business

enterprises to move into non-traditional areas of work and to compete in the marketplace outside the DBE program.

The program also provides networking opportunities, project matching assistance between subcontractors and primes, and access to training in the areas of business development, business management, and construction management. Services include classroom and workshop components, industry technical assistance, vendor events, industry partnering at the local, state, and federal levels.



Chase Foundation check presented during UTSA Roadrunners' football game. Chase supports the Veterans Business Development Program.



### SBDC AFFILIATED FIELD SERVICE CENTERS

- El Paso Community College SBDC  
915.831.7743  
[elpasosbdc.net](http://elpasosbdc.net)
- Sul Ross State University  
Minority & SBDC  
432.837.8694  
[sbdc.sulross.edu](http://sbdc.sulross.edu)
- Angelo State University SBDC  
325.942.2098  
[sbdc.angelo.edu](http://sbdc.angelo.edu)
- SRSU - Rio Grande College SBDC  
830.758.5022  
[sulross.edu/sbdc](http://sulross.edu/sbdc)
- University of Texas at San Antonio  
210.458.2460  
[sabsdc.org](http://sabsdc.org)
- Texas State SBDC  
512.610.0996  
[austinsmallbusinessanswers.com](http://austinsmallbusinessanswers.com)
- University of Houston-Victoria SBDC  
361.485.4485  
[sbdc.uhv.edu](http://sbdc.uhv.edu)
- Del Mar College SBDC  
361.698.1021  
[delmar.edu/sbdc](http://delmar.edu/sbdc)
- Texas A&M International University SBDC  
956.326.2827  
[sbdc.tamui.edu](http://sbdc.tamui.edu)
- University of Texas Rio Grande Valley SBDC  
956.665.7535  
[utpa.edu/sbdc](http://utpa.edu/sbdc)

The University of Texas at San Antonio's South-West Texas Border SBDC Network would like to acknowledge and thank the many partners that make small business assistance available.

The South-West Texas Border SBDC Network stretches for 79 counties across south, central, west and Gulf Coast Texas. This vast and diverse territory encompasses 108,000 square miles including our state's capitol.

To meet the challenge of providing services to aspiring and experienced entrepreneurs, we operate 10 professionally staffed SBDC centers. Each center matches clients and expertise, ultimately helping to create jobs and grow the economy. The SBDC is funded in partnership with the U.S. Small Business Administration (SBA), The University of Texas at San Antonio, as well as colleges and universities throughout our territory. Our confidential business advising services are offered at no cost to SBDC clients.

The 25,990 advising and training clients served in 2015 represent over 17 percent of the 148,784 employer businesses in the service area. Our SBDC clients continue to outperform the average Texas business in sales and employment. Those clients, who represent our long-term impact, also generated more than \$41 million in state tax revenues for Texas.

For more information:  
[www.txsbdc.org](http://www.txsbdc.org) | 210.458.2450

