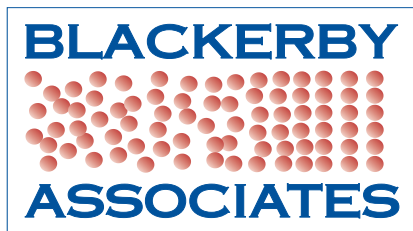


Finding Money In Cities, States and Federal Governments



Transforming Organizations

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Phillip Blackerby helps organizations transform into high-performance enterprises. He coaches executives to set “big picture” goals and take action to achieve them. He helps CEOs see a more successful future and develop strategies to accomplish it. He helps the organization plan its transformation, and then organizes resources to make it happen.

Mr. Blackerby was lead project manager in Arizona, and managed the *Lean Enterprise* and *Professional Business Advisor* product lines at the Manufacturing Extension Partnership, National Institute of Standards and Technology. His team won the coveted Uriano Award for writing manufacturing enterprise transformation standards. He developed the *FastTrac Manufacturing* business planning training program, published four volumes of manufacturing transformation and improvement case studies and evaluated enterprise assessment systems and advanced technology grant applications.



Mr. Blackerby co-owned a management consultancy specializing in assessment and strategic planning. He trained hundreds of managers in strategic planning and related topics, facilitated dozens of strategic planning processes and published several articles. His wide-ranging experiences include negotiating banking relationships, managing an e-business, legislative lobbying, analyzing financial markets, improving cost-accounting and managing a \$96 million budget.

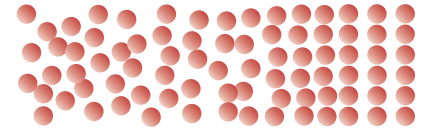
Mr. Blackerby was Associate Deputy Treasurer of Texas, budget director for the Texas Comptroller and management auditor for the U.S. General Accounting Office. He is a certified executive coach and trainer (CCUI) and *FastTrac* business plan instructor. Mr. Blackerby earned a master’s degree from The University of Texas at Austin, and a bachelor’s degree (honors) from Brown University, Providence. He has three daughters and dotes on his two grandchildren.

FastTrac™ Business Planning

- Sponsored by Marion Ewing Kauffman Found., Kansas City; promote entrepreneurship
- FastTrac Planning: 11 wks, 3 hrs, business plan; starts 04/21/04
- FastTrac New Venture: 9 wks, 3 hrs, feasibility plan; starts 04/22/04
- Regular: \$750; Vets: \$350 + free computer; City grant: \$150 materials fee
- <http://www.fasttrac.org>

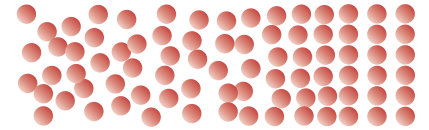


Small Business Tech Grants



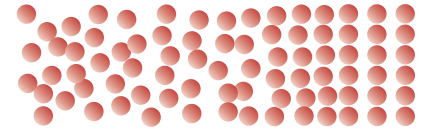
- FAST: Federal and State Technology
 - Award by Arizona Dept. of Commerce
 - \$5,000 for SBIR/STTR grant consultant
 - Patent experience scores big
- SBIR: Small Business Innovation Research
STTR: Small Business Technology Transfer
 - SBIR: 10 agencies; STTR: 5 agencies
 - Ph. 1: \$100K, 6 mos., feasibility
 - Ph. 2: \$750K, 2 yrs., R&D, commercial potential (STTR: \$500K)
- <http://www.sba.gov/sbir/indexsbir-sttr.html>

NIST Advanced Technology Program



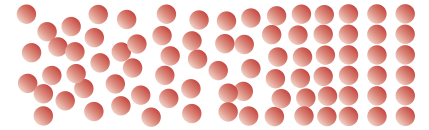
- \$30M total this year
- Single company: \$2M, 3 yrs., direct only
- Small single: no match
- Large single: 60% match
- Joint venture: \$unltd, 5 yrs., 50% match
- <http://www.atp.nist.gov>

NIH: National Institutes of Health



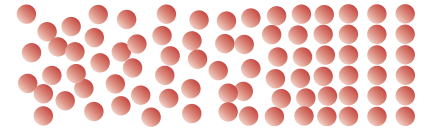
- 20 Institutes; 5 Centers
- Office of Extramural Research
- Modular Grant: \$250K/yr.
- Special Funding Programs
- Regular program announcements
- <http://grants1.nih.gov/grants/>

DARPA: Defense Advanced Research Projects Agency



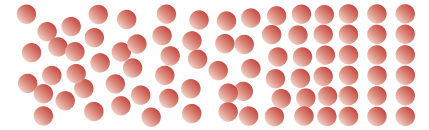
- 8 Technical Programs
- “...welcomes new technical ideas at any time.”
- Industry Briefings
- Systems and Technology Symposia
- Innovative Agreements
- <http://www.darpa.mil>

SBA §7(a) Loans



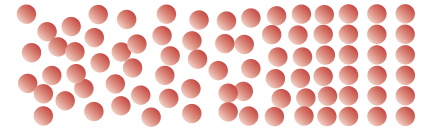
- §7(a) Bank loan guarantee: SBA reduces risk
 - Working capital, machinery & equip., furniture & fixtures, land & building (purchase, renov., new), leasehold improvements, debt refinancing
 - Start-up or existing
 - 7 yrs working capital; 25 yrs real estate
 - Guar: 85% to \$150K; 75% to \$1M; 50% to \$2M
- §7(m) Microloan: to \$35,000
 - working capital, inventory, supplies, furniture, fixtures, machinery, equipment; no debt
- <http://www.sba.gov/financing/sbaloan/snapshot.html>

SBA §504/CDC Loans

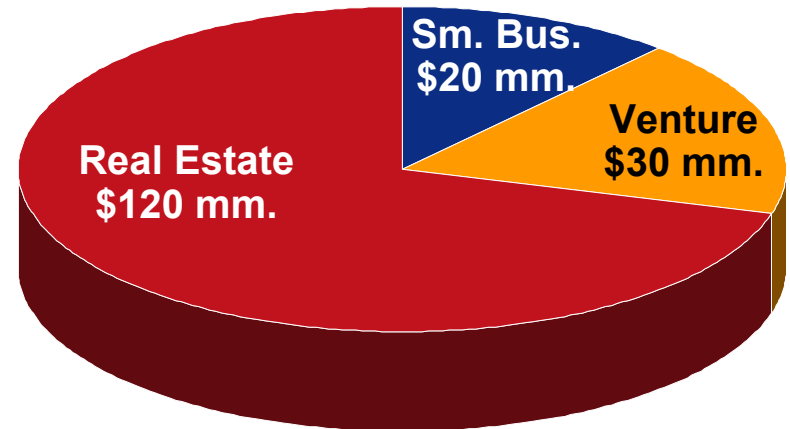


- Real estate: land & buildings; long-term machinery; not working capital, inventory, debt
- 50% bank loan guarantee: SBA reduces risk
- 40% Certified Development Co. loan; SBA back
- 10% borrower
- SBA max: \$1M; or \$1.3M for special conditions
- 10 or 20 yrs
- <http://www.sba.gov/financing/sbaloan/cdc504.html>

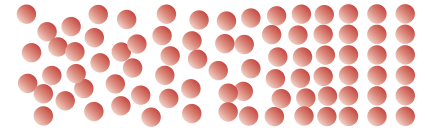
NMTC: New Markets Tax Credits



- US Treasury awarded Phoenix \$66M tax credits sell credits, raise \$170M investment capital
- Small business loans: 1%-1.5% below market, 7 yrs, then reset rate
- Real estate: mezzanine or senior debt
- Venture capital through local VC firm
- “Low income communities” cover much of City
- <http://www.BlackerbyAssoc.com/NMTC.html>



Miscellaneous



- Arizona Job Training: 2 yrs.; 50% current empl.; 75% net new hires; average salary requirements
<http://www.azcommerce.com/jobtraining/default01.asp>
- Enterprise Zones: Tax credits, other benefits to locate in EZ.
<http://www.azcommerce.com/business/ez%20home%20page.asp>
- WUSATA: Subsidize 50% of marketing costs in foreign countries for US agriculture products
<http://www.wusata.org>
- EXPAND: Covers collateral gap
<http://www.phoenix.gov/BUSINESS/smallbus.html#finance>