

# Annual Performance Report Fiscal Year 2009



MBDA's Investment in Minority Business is Strengthening the Nation's Economy and Enhancing America's Competitiveness and Innovation in the World marketplace



# Agency's Message

It gives us great pleasure to present the Minority Business Development Agency's (MBDA) Annual Performance Report for fiscal year (FY) 2009. MBDA's year end results exceeded its performance goals set under the Government Performance and Results Act (GPRA) of 1993, achieving over \$2.2 billion in contract awards and over \$0.9 billion in financial awards. Through its network of 47 funded centers, MBDA helped minority business enterprises (MBE) obtain over 1,000 contracts and close to 500 financial awards. MBDA's programs and services helped create over 4,100 new jobs in FY 2009, despite the recession and its devastating impact on job creation throughout the Nation.

During the past year, MBDA focused on ensuring MBEs had access to opportunities with the American Recovery and Reinvestment Act (ARRA) of 2009. MBDA immediately directed resources toward this effort and ensured that its funded network of centers and regional officers were working to assist MBEs in obtaining ARRA contracts. These entities met with state and local officials to discuss potential projects and matches with qualified and skilled MBEs in their area. MBDA also actively engaged with other Department of Commerce bureaus and federal agencies, including Office of Small and Disadvantaged Business Utilization representatives to identify and potentially match ARRA opportunities with MBEs.

Today, the minority population in the United States represents 35 percent of total U.S. population and is expected to represent 54 percent by 2050. According to the U.S. Census Bureau's 2007 Survey of Business owners, in 2007 there were 5.7 million minority-owned businesses (22 percent of all businesses) generating \$1 trillion in gross receipts (nine percent of total gross receipts of classifiable firms) and employing 5.9 million paid workers. The United States needs strong minority-owned firms to achieve maximum economic growth for the Nation. Minority-owned firms are an engine of employment growth and economic expansion in the United States and have the potential to contribute significantly to the balance of trade. MBDA is a catalyst to build minority-owned firms of size, scale, and capacity.



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## Accountability

**M**BDA is held accountable to the President, Congress, and the American people; and as such, all have the right to assess the performance of the Agency and its funded programs as provided by requirements of the:

- Reports Consolidation Act of 2000 and other laws;
- Government Management Reform Act of 1994;
- GPRA of 1993; and
- Chief Financial Officers (CFO) Act of 1990.

Through its Annual Performance Report (APR), MBDA provides the public with comprehensive management and performance data of its accomplishments for FY 2009. This year's APR for FY 2009 compares performance results to the Agency's strategic goals and performance goals. Those wishing to review MBDA's Strategic Plan and previous APRs are directed to the MBDA Web site at <http://www.mbda.gov>. MBDA welcomes feedback on the form and content of its reports.

This year's APR highlights the following:

- **Agency's Message** - Includes a brief review of the various actions undertaken to improve performance and how MBDA is effectively managed.
- **Management Highlights** – Provides an insight of the various actions and challenges faced by the designers of new directions that are being taken to strengthen and expand the growth of MBEs.
- **Performance Highlights** – Includes a fiscal year performance analysis presented through numerous tables and charts as required by GPRA. Each National Enterprise Center (NEC) and their funded projects are discussed in detail. In addition to the tables and charts, each NEC's major accomplishments and best practices are also discussed.
- **Appendices** – A number of reference materials are provided that help to enhance the continued development and expansion of the minority business community.

### VISION STATEMENT

MBDA'S VISION IS ECONOMIC PROSPERITY FOR ALL U.S. BUSINESS ENTERPRISES.

### MISSION STATEMENT

MBDA'S MISSION IS TO FOSTER THE GROWTH AND GLOBAL COMPETITIVENESS  
OF U.S. BUSINESSES THAT ARE MINORITY-OWNED.

## MBDA Goals

**M**BDA goals for FY 2009 did not vary from those established for FY 2008. Following the directive from the Office of Management and Budget (OMB) and the Department, MBDA was once again assigned the following goal:

**MBDA will increase access to the marketplace and financings for minority-owned businesses.**

This goal has continued to support the Department's Strategic Goal 1:

**To support the information and tools to maximize U.S. competitiveness and enable economic growth for American industries, workers, and consumers.**

MBDA once again exceeded its expectations in FY 2009 and far exceeded its goal to access the marketplace for MBEs. MBDA did not totally achieve its expectation in helping to secure financial transactions for minority-owned business, partly due to the economic downturn that faced the country in FY 2009. Nonetheless, the successes that MBDA achieved can be attributed to the effective and efficient manner in which goals and activities were managed and executed by all involved in the delivery of services to the minority business community. Of the 5.8 million MBEs in 2007, only five percent generate \$500,000 or more in annual revenue. MBDA focused its resources to build firms of size, scale, and capacity through its Strategic Growth Initiative (SGI). The Census Bureau reported in 2007 that minority firms were contributing over \$1 trillion in total gross receipts to the U. S. economy and that SGI firms employed nearly 5.9 million people. The focus in FY 2009 continued to be SGI firms with gross receipts of \$500,000 and above, and those with rapid growth potential.

MBDA's leadership tasked its employees to help build larger and rapid growth potential firms. Acknowledging that this same strategy had transformational shift in how the minority community is served, it was believed that this same strategy would be an effective means of reaching Agency performance goals and build stronger minority business. MBDA also believed that this would help to increase the size of contracts and financial awards, thereby increasing minority firm gross receipts. Furthermore, this strategy would also continue to create new jobs in minority communities across the country. To reach this objective MBDA identified all the possible resources that could aid in meeting its objective and goals. This meant



realigning MBDA staff in the field to work with funded projects to help reach goals and objectives, and identifying and expanding new and old partnerships. Start-up and smaller firms were also served by MBDA. Recognizing the need to leverage other federal resources and eliminating duplication of services, MBDA provided valuable information and referrals to start-up and smaller firms.

## Agency Goals

The Agency's primary goals continued from FY 2008 and into FY 2009. Each of the four goals involved a multitude of activities over the course of the fiscal year.

### **GOAL 1: IMPROVE ORGANIZATIONAL EFFICIENCY, EFFECTIVENESS AND RESPONSIVENESS**

Improvement of organizational efficiency, effectiveness, and responsiveness required an ongoing commitment from all involved, be it the managers, staff, and/or funded organizations. Whenever possible, training was conducted off site by consultants and/or Department staff. MBDA staff availed themselves of training opportunities through the Department's portal system and/or from remote training centers. Funded projects received hands-on training from Agency staff, on-site trainers or from key Department offices (i.e., National Oceanic and Atmospheric Administration (NOAA) Grants Office, NOAA Grants Online, Chief Counsel's Office or Office of the

Inspector General). Projects continued to be closely monitored for performance to ensure a good performance outcome and program compliance. Projects were required to undergo a post award training session with input provided by all involved with the award document and its contents. Monitors were required to keep close tabs on performance and respond to matters pertaining to grants compliance. Satisfactory performance or above was rewarded with renewal awards and those not meeting a satisfactory performance rating were only renewed with special award conditions and even closer supervision to help adhere to work requirements, terms, and conditions. MBDA field staff provided guidance and mentorship to those centers that struggled to achieve satisfactory performance. Agency management met weekly to discuss performance progress and other relevant matters. During these meetings, verbal guidance was provided to managers whose projects were not adequately performing. This was then followed by quarterly management meetings whereby overall performance was a key focus of discussion. Leadership competencies for leading change, leading people, and for building coalitions were also key focal points of discussion. Management meetings were performance driven as project performance data and regional and national data were regularly tracked and analyzed. In FY 2009, the downturn on the Nation's economy was a major factor that was consistently tracked and discussed, as employment and services to MBEs were being affected nationwide and in some instances region-wide. The impact of the economic downturn required management to resolve performance issues and to provide new direction and business acumen. The accuracy of information gathered, preparation of quality work products submitted, and customer relations management underlined each activity.

### **GOAL 2: IMPROVE OPPORTUNITIES (CONTRACTS/PROCUREMENTS) FOR MINORITY-OWNED BUSINESSES TO HAVE ACCESS TO THE MARKETPLACE**

MBDA continued to host business-to-business (B2B) forums on a national and regional basis in an effort to match MBEs with resources and to network with partnerships between SGI and non-SGI businesses in order to build capacity to pursue large contract opportunities. Regional staff in FY 2009 assisted MBEs in securing over \$433.6 million in contracts. This represents a significant increase over the \$42.2 million secured in FY 2008. MBDA and its network of funded projects made an earnest effort to promote and close transactions under the ARRA; while still supporting the Gulf Coast Recovery initiative along the Gulf of Mexico, following the catastrophe of Hurricane Katrina. MBDA was able to redirect \$900,000 in discretionary spending to support local outreach efforts.

MBDA's outreach model was replicated among other federal agencies.

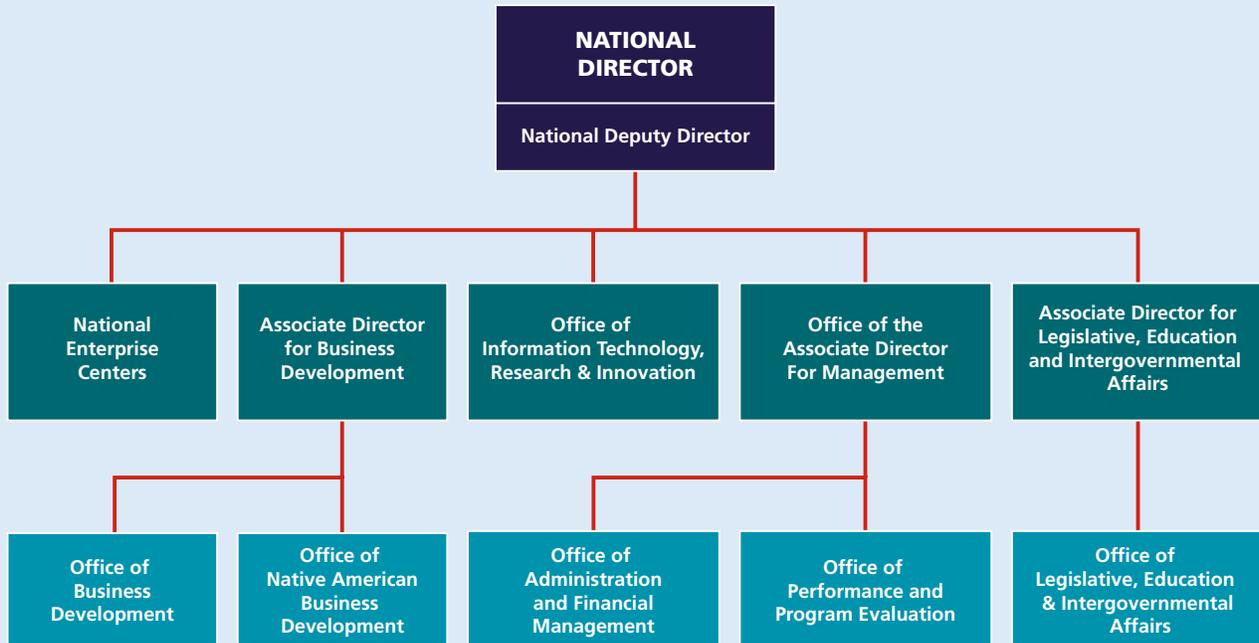
### **GOAL 3: IMPROVE ACCESS TO CAPITAL OPPORTUNITIES AWARDED TO MBEs**

Much of the time, in order for MBEs to receive contracts/procurements, they must have access to capital. To this end, MBDA and its funded projects provided MBEs with management, technical assistance, and loan packaging services. In FY 2009, MBDA targeted \$500 million to be secured in closed financial transactions by MBEs. This goal exceeded beyond the 100 percent mark to \$876.2 million. This accomplishment was no easy task given the significant contraction of credit access by nearly all financial institutions.

### **GOAL 4: BECOME A KNOWLEDGE CENTER FOR MBEs IN THE PUBLIC AND PRIVATE SECTOR**

The Office of Business Development supports the Research and Knowledge Management unit within MBDA. This unit is the research arm of the Agency and manages the transfer of knowledge and information through various electronic and training solutions. In FY 2009, the Research and Knowledge Management unit commissioned a study of disparities in capital access entitled *Disparities in Capital Access between Minority and Non-Minority Firms: The Troubling Reality of Capital Limitations Faced by MBEs*. The preliminary findings of the study, authored by Dr. Robert Fairlie and Dr. Alicia Robb, were released at the 2009 National MED Week Conference in Washington, DC. The unit also produced and released five statistical fact sheets on MBEs by gender, race, and ethnicity as well as additional fact sheets on MBEs in cities across the Nation. Results from the fact sheets on minority businesses by gender were covered in a news story by *The Washington Post* online edition. This unit conducted other research and is noted in the Research and Knowledge Management section of this report.

MBDA Organizational Chart in FY 2009



## FY 2009 Highlights of Management Improvements and Optimal Service Delivery Accomplishments

### CONTINUITY OF OPERATIONS PLANNING (COOP)

MBDA's COOP document received an overall green rating in FY 2009 from the Department's Office of Security. This plan was followed during a government-wide exercise conducted in FY 2009. It served MBDA staff well and helped the Agency to achieve positive results. MBDA further refined its COOP document and regional COOP procedures in FY 2009.

### AUTOMATED TRAVEL PROCESSING

In FY 2009, MBDA served as a pilot bureau for FedTraveler, a new electronic travel planning and processing system. MBDA staff was trained to use/implement FedTraveler which allows for electronic processing of travel orders and travel vouchers. Previously, travel documents were processed through a paper process. MBDA is eager to participate in the next stage of full implementation that will include connectivity with the financial system of record, the Commerce Business System.

### INTERNAL CONTROLS (A-123)

In FY 2009, the Department conducted an overall test of MBDA's internal controls and no negative findings were identified. The Department also conducted a review of MBDA's internal control documentation, with no negative findings identified. MBDA senior management considered internal controls a priority and will ensure that continuous improvements are made.

### FINANCIAL MANAGEMENT

The National Institute of Standards and Technology (NIST) provided MBDA with financial services. NIST continued to support MBDA in meeting all Departmental budget and financial requirements. In FY 2009, MBDA supported the Department's efforts to obtain an unqualified audit opinion.

### GRANTS MANAGEMENT

NOAA provided MBDA with grants management services. NOAA supported MBDA in meeting all Departmental grants compliance and award requirements. NOAA also provided MBDA with electronic support tools to better manage and process new and existing grant awards. In addition, MBDA utilized *grants.gov* services to post new competitions and award modifications.

## FY 2009 Management Highlights



## **HOMELAND SECURITY PRESIDENTIAL DIRECTIVE 12 (HSPD-12)**

MBDA worked closely with the Office of Security (OSY), Human Resources Operations Center (HROC) and the General Services Administration (GSA) to provide HSPD-12 compliant ID badges to MBDA employees in FY 2009. MBDA successfully provided new HSPD-12 compliant badges to 70 percent of its workforce. MBDA expects all employees to receive new badges by the end of FY 2010.

## **PROPERTY MANAGEMENT**

MBDA achieved a green rating on all property controls as identified by the Department's Office of Administrative Services in FY 2009. All MBDA property officials participated in the property official training conference hosted by the Department in Washington, DC. This conference was approved and provided credit hours for the required annual refresher training. All MBDA property officials were trained in the use of the Sunflower property management system. MBDA's FY 2009 property inventory was reconciled 100 percent and new inventory reconciliation procedures were established for FY 2010. In FY 2009, numerous assets were retired throughout the regional offices and headquarters custodial areas per the procedures in the Department's Property Manual. Assets were accessed through the NOAA warehouse services.

## **HUMAN RESOURCES**

During FY 2009, MBDA worked closely with HROC on various personnel matters such as recruitment, employee/labor relations, staff training, payroll, and time and attendance issues. In FY 2009, MBDA was audited for its human capital activities by the Department. The Department reviewed MBDA's full Human Capital Accountability and Assessment Framework (HCAAF) which includes strategic alignment, leadership and knowledge management, results oriented performance culture, talent management, and accountability systems. MBDA received a positive audit result indicating compliance with all Departmental human capital goals and bureau requirements. MBDA will continue its human capital efforts in FY 2010 and will follow the recommendations of the Department.

## **COMPETITIVE SOURCING**

MBDA obtained a green rating from the Department in FY 2009 for completing a comprehensive Fair Act Inventory. Meanwhile, MBDA continues to find ways to streamline operations and be more efficient and productive. MBDA finalized the consolidation of the grants monitoring function in headquarters during FY 2009 which was previously conducted in the field by the business development specialists.

## **BUSINESS DEVELOPMENT PROGRAMS**

FY 2009 was a significantly challenging year for MBEs, MBDA, and the network of MBDA funded centers. The Agency's field staff reported ongoing performance challenges within the minority business community. Wave after wave of minority businesses throughout the country were severely impacted by the historical downturn in the U.S. economy. MBDA's mission in FY 2009 was to foster the growth and expansion of MBEs. Although capital markets receded and access to credit by minority firms was nearly non-existent in various parts of the country, MBDA's programs and staff achieved noteworthy success in performance.

### ***Program Management Reorganization***

As part of the MBDA's grants consolidation initiative, the Office of Business Development fully staffed the newly established grants management unit. This unit, comprised of five full-time equivalents (FTE), including one program manager and four program analysts, transferred all grant-related operations to headquarters. The program management reorganization was established to create greater efficiency within MBDA in the daily management of its grant programs. MBDA was able to successfully transfer these responsibilities from 20 field personnel to five centrally located FTEs.

MBDA also expanded its operational efficiency by securing grants support through NOAA. NOAA provided executory support for grants planning and administration. NOAA also provided MBDA with access to its centralized Grants Online system which has created an electronic and paperless system for the processing, approval, and tracking of grant awards.

### ***Business Development Programs***

MBDA continued to support its various business development programs in an effort to better serve the needs of the minority business community and generate increased performance. MBDA funded 28 Minority Business Enterprise Centers (MBEC), eight

Minority Business Opportunity Centers (MBOC) and six Native American Business Enterprise Centers (NABEC) in FY 2009. These centers were central to the Agency's overall business development efforts. In addition, MBDA's staff and programs were directed to support and conduct B2B linkage forums. These forums helped create networks of minority entrepreneurs capable of competing on larger contracting opportunities by leveraging internal resources. MBDA proactively engaged in promoting the ARRA to the minority community. MBDA directed discretionary funds to support outreach efforts in seven strategic locations across the United States. MBDA maintained its presence in the Gulf Coast by funding centers New Orleans, LA; Biloxi, MS, Mobile; and Birmingham, AL.

The Office of Business Development implemented new procedures for grants management and project monitoring. The initiative aimed to streamline MBDA processes, eliminate duplication of services, realign human resources, and implement technology to more effectively and efficiently manage and monitor the lifecycle of the grants. MBDA utilized a collaborative approach in this Grants Monitoring Consolidation initiative: (1) the Federal Consulting Group was hired to conduct a feasibility analysis and proof of concept, document current business processes, and develop recommendations for improvement and concepts for implementation; (2) a new implementation strategy was developed and implemented; (3) technology was synchronized to support consolidation effort via system and data migration of NOAA Grants Online and MBDA Performance Systems; and (4) MBDA solicited input from a broad array of stakeholders.

### **MBEC/NABEC**

MBEC and NABECs continued to be the core programs that reached minority entrepreneurs across the country and Puerto Rico in 34 locations. Through these two programs, business development services were provided. The centers provided one-on-one and group consulting services in such areas as management and technical assistance; marketing and growth strategies; and assistance in obtaining contracts and financial award opportunities. Designed to provide expanded consulting and hands-on services, the MBEC program primarily served ethnic minority firms while the NABEC program served primarily Native American firms and tribal entities.

### **MBOC**

Located in eight strategic cities across the Nation, MBOCs provided business facilitation and brokering services to MBEs. MBOCs fostered contract and financial transactions between MBE clients

and public/private sector entities. This program was designed to maximize referral and business brokering services while minimizing consulting services, unlike the MBEC and NABEC programs.

### **Earmarks**

MBDA received three Congressional earmarks in FY 2009: (1) West Liberty University, (2) Rural Enterprises of Oklahoma, and (3) Northeast Ohio Minority Business Attraction Initiative.

The West Liberty University Emerging Minority Business Leaders program provided 50 minority college students from across the country with grade point averages of 3.25 (or higher) with a two-week course on entrepreneurship, technology transfer, and commercialization. Graduates of the program provided a launch plan to create technology-oriented businesses. The University also included 10 MBEs that attended a week of training on technology and how it could apply to their business.

The Rural Enterprises of Oklahoma program provided 110 Native American firms with 29 workshops. The Project assisted two Native Americans with starting their own business and this created 10 jobs

The Northeast Ohio Minority Business Attraction Initiative project identified growing and expanding minority-owned businesses worldwide that have an interest in Northeast Ohio as a site for expansion activities. The primary goal for the project was to ensure that at least five percent of all qualified business leads into Northeast Ohio are minority-owned businesses. The project reported 12 contacts were made with business interested in Northeast Ohio. One business was started that created 45 jobs.

### **Research and Knowledge Management**

In FY 2009, the Research and Knowledge Management unit commissioned a study of disparities in capital access entitled *Disparities in Capital Access between Minority and Non-Minority Firms: The Troubling Reality of Capital Limitations Faced by MBEs*. The preliminary findings of the study, authored by Dr. Robert Fairlie and Dr. Alicia Robb were released at the 2009 National MED Week Conference in Washington, DC.

As part of strengthening strategic partnerships and sharing knowledge about minority businesses, the unit held a joint event with the Small Business Administration (SBA) on the newly released report on contributions of immigrant business owners to the U.S. economy. The event was held at the Department and was attended by academics

and other MBDA stakeholders. The unit also collaborated with the Economic Statistics Administration (ESA) and the Department of Justice regarding the joint efforts to collect data and studies on disparities in minority business performance relative to non-minority businesses.

The unit also produced and released five statistical fact sheets on MBEs by gender, race, and ethnicity as well as additional fact sheets on MBEs in cities across the Nation. Results from the fact sheets on minority businesses by gender were covered in a news story by *The Washington Post* online edition. The unit also provided training to MBDA staff and centers on how to analyze data on minority businesses.

Oversight of MBDA's records management function was officially transferred to Research and Knowledge Management unit in response to a federal mandate that all government agencies establish an electronic records retention program by the close of FY 2009. The unit developed and implemented the new policy and schedule for Electronic Records Management, revised MBDA physical records management policy and schedule, designated an MBDA team to manage this function, and delivered records management training at MBDA's National Conference. In addition, the unit established MBDA representation on the Federal Information and Records Management Board.

The unit successfully archived and prepared nearly 250 records for MBDA's new initiative, the development of an e-library (to be released in FY 2010). The ongoing initiative continued audit of knowledge assets to be captured/archived, digitized as appropriate, and available to all MBDA staff and the public. MBDA has identified nearly 1,200 items that will comprise the initial body of knowledge for the Agency.

Finally, the unit promoted knowledge management activities, including the capturing and sharing of knowledge at MBDA's MBE Summit and National Conference. An online collaborative site solution is under development to promote the sharing of information across MBDA centers and staff and it is expected to be released in FY 2010.

### **B2B Linkage Forums**

MBDA continued to promote partnerships between large and mid-sized MBEs. The purpose of these B2B Forums was to continue to build capacity to pursue current and forecasted large contract opportunities. These B2B Forums, as reported in prior annual reports, are part of MBDA's long-term strategy to aid the Agency and its funded centers to meet its overall contracting goal. To ensure that the right clients met with the right opportunity, all clients were prescreened, qualified, and referred by funded service providers or Agency staff.

### **American Recovery and Reinvestment Act**

MBDA conducted a series of activities in support of the successful execution and participation of MBEs in ARRA opportunities. MBDA directed nearly \$1 million in discretionary funds to support the administration's efforts. MBDA funded a total of seven select NABECs, MBECs, and MBOCs to provide minority business advocacy, marketing, opportunity identification and match making, tracking, and reporting in support of the ARRA. The award modification augmented selected centers to hire additional staff and conduct ARRA support activities with respective state and local governments, as well as with private sector prime recipients and sub recipients, for the remainder of their existing award period. The identified centers worked collaboratively with MBDA and the overall MBDA network of funded centers to maximize impact and ARRA-related contracts to MBEs. MBDA also initiated a new tracking and reporting system that identified minority businesses engaged in ARRA-related contracts. MBDA supported the Department by collaborating with the SBA and conducting an initial phase of the Strategic Outreach Initiative (SOI). The SOI was designed as a marketing and advocacy effort to all federal agencies in receipt of ARRA funds. MBDA and SBA reviewed the White House objectives to maximize opportunities to minority and small, disadvantaged businesses. In addition to federal agency outreach, MBDA and its funded centers initiated state and local government MBE promotion and advocacy efforts. A strategic plan was developed to reach out to nearly 30,000 participants beginning the end of FY 2009 through FY 2010.

### **Office of Native American Business Development**

The Office of Native American Business Development (ONABD) identified key areas for economic development that Native Americans were well positioned to capture: banking and finance, manufacturing, state and federal procurement, international trade, tourism, and energy development in Indian Country.

ONABD collaborated with the White House Domestic Policy Council, Office of Public Engagement, and other federal agencies. The focus of the collaboration was to structure a meeting with the White House and tribal leaders. The meeting was designed to engage in an informal dialogue on the process of tribal consultation. Two listening sessions were conducted in FY 2009.

In collaboration with the White House Intergovernmental Affairs Office, ONABD continued to work with the Executive Indian Affairs Working Group (IAWG). IAWG successfully designed and activated the first government-wide project to train all federal employees on the role and responsibility of the federal government in fulfilling the vital trust responsibility to tribes. IAWG conducted comprehensive review of federal consultation policies and reported out to federal agencies.

ONABD continued to facilitate meetings between the federal agencies and Native American communities. In particular, ONABD assisted the Economic Development Administration (EDA) and the Federal Emergency Management Agency (FEMA) with specific and targeted outreach to Native American tribes and Alaska Native Corporations.

ONABD nurtured the National Black Chamber of Commerce and the Minority Business Roundtable to meet with the Alaska 8(a) Association. As a result, these groups developed working relationships to capture business opportunities together.

Lastly, through the efforts of ONABD, the first outreach office was established in the Oklahoma City federal building. This office will work closer with tribes in Oklahoma and the Southwest. A Memorandum of Understanding (MOU) with SBA recognized the collaboration between MBDA and SBA. It established meeting the trust responsibility to the 37 federally recognized tribes in Oklahoma and the Southwest. ONABD played a key leadership role in Indian tourism, Indian energy development, and Indian procurement by working across federal agencies as a partner.

In FY 2009, ONABD institutionalized, in partnership with the White House's Intergovernmental Affairs Office, the first direct outreach with tribes in Oklahoma. Out of this effort came the "Tribal Briefings and Roundtable Gathering." A total of 24 tribes and 16 federal officers were in attendance. This activity is expected to be replicated in other states with multiple tribes as a best practice.

### **Access to Capital**

MBDA reported \$876.2 million in financing for 489 transactions compared to its goal of \$581 million. While MBDA met its goals, the financing results were lower than FY 2008, which was a banner year, with \$1 billion reported for 528 transactions. The reason for the lower figures was because the minority-owned firms faced greater challenges accessing capital given the tightening of credit by banks and the turmoil in financial markets.

As the banks curtailed their lending, the funded centers focused on assisting their clients to obtain bonding for public projects. For FY 2009, 76 percent of the results came from bond transactions, 21 percent from loans, and three percent from grants. Several of MBDA's funded centers secured large-size transactions. In particular, the Washington Metro MBEC contributed \$300 million in financing transactions, followed by the New Mexico MBEC with \$152 million.

MBDA held three stakeholders meetings and a major Capital Access Forum in May 2009. The purpose of the forum and meetings was to develop innovative solutions and establish specific recommendations on how to address the barriers facing minority firms in accessing capital. The recommendations provided a framework for a study conducted by Dr. Fairlie and Dr. Robb, *Disparities in Capital Access between Minority and Non-Minority Owned Business* (January 2010 report release).

MBDA continued to develop stronger relationships with community banks, alternative lenders, and federal agencies with capital programs. During 2009 MED Week, MBDA conducted five workshops for MBDA's centers and select clients. The workshops were conducted by the U.S. Department of Transportation (DOT), Community Development Financial Institutions, Surety Fidelity Association of America, Inner City Capital Connection, and SBA Bonding Programs. The workshop provided educational information on the guidelines and process for applying for each of the capital programs. The workshops were well attended by all of the funded centers and included over 100 participants. In addition, one-on-one meetings were held with 31 clients to introduce them to funding and bonding sources. The lenders and bond broker participating included Wells Fargo Business Credit; U. S. Bank; M & T Bank; Access National Bank; Federal National Payable, Inc.; Action Capital Corporation; the Cayemitte Group; and Construction Bonds, Inc.

MBDA also participated in the Inner City Capital Connection (ICCC) in which over 30 private equity firms participated. MBDA referred over 13 firms to the ICCC. In summary, MBDA through its outreach efforts, referrals, and consulting services to its minority-owned clients met its financial goals.

MBDA served on the Capital Summit Advisory Committee comprised of financing professionals (NAIC, Marathon Club, JP Morgan, and large financial institutions) to plan the Capital Summit held in New York in November. MBDA participated in meetings with Latino Finance Professionals and met members of New America Alliance, Goldman Sachs, and more than 40 other financing professionals. MBDA attended the Third Annual Black Economic Council Conference (featured Greenlining Institute), National Bankers Association meetings, National Association of Investment Companies, Marathon Club, and others.

## Best Practices

**Department Office of Training and Knowledge Management Programs:** In FY 2009, MBDA's Research and Knowledge Management unit effectively utilized the Aspiring Leaders Development Program (ALDP) and Leadership Development programs administered by the Department's Office of Training and Knowledge Management to augment the MBDA staff with qualified professionals at no additional cost to the Agency. MBDA proposed two projects for consideration, which were accepted by ALDP participants in a competitive process. One of the projects called for the development of a study on disparity studies of minority business performance. The second project proposed the development of a physical records management policy and schedule for the Agency. As a result, MBDA secured the participation of 13 additional professionals, ranging from GS-7 to GS-13, who worked for over one month on these two high priority projects for the Agency. In addition, MBDA tapped the Leadership Development Program and was successful in securing two additional mid-level managers who supported the Office of Business Development and its Native American Business Development Office. The professionals brought with them work experience and best practices that were a benefit to the Agency.

**Webex Technologies:** MBDA's Research and Knowledge Management has effectively utilized Webex technologies to train staff from regional and district offices located across the Nation. The technology was utilized to train staff on the workshop subject, "How to Use Business Data to Understand their Markets." The technology supports cost-effective communication and training of staff who work in cities across the Nation, compared to the cost of on-site training. Webex technology was also leveraged to work with MBDA's Record Management Liaisons from regional and district offices located across the Nation. The technology has been effective in advancing the progress of the development of a physical and electronic records management policy and schedule at a low cost to the Agency.

## OFFICE OF LEGISLATIVE EDUCATION AND INTERGOVERNMENTAL AFFAIRS – BEST PRACTICES

### *Outreach and Advocacy*

In support of expanding alliances, in 2009, MBDA launched a series of stakeholder forums to bring captains of industry, minority entrepreneurs, thought leaders, practitioners, and other champions of minority business together to address how to best accelerate and enhance the competitiveness of minority-owned businesses. These forums led to the inauguration of the MBDA Summit—a day-and-a-half of dialogue featuring updates and insight into four areas: (1) the legal landscape confronting race-based programs, (2) regulations and policies associated with minority business programs, (3) new programs and strategies for minority business growth, and (4) the legislative activities of stakeholders and Congress. A tangible deliverable from the summit was a series of recommendations for implementation by the public and private sector. By the close of 2009, MBDA and summit participants were instrumental in setting the stage for movement on some of the summit recommendations.

### *Communications and Advocacy*

FY 2009 represented the 40th anniversary of MBDA, formerly known as the Office of Minority Business Enterprise. As such, the Office of Legislation, Education, and Intergovernmental Affairs (OLEIA) led the effort to commemorate the landmark occasion through multiple communications and advocacy platforms. For example, new Web pages were created for the Agency's Web site

that chronicled the Agency's leadership and significant milestones. In addition, as a result of educating Members of Congress about the 40th anniversary, the Chairs of the Congressional Hispanic Caucus, Congressional Black Caucus, Congressional Native American Caucus, and the Congressional Asian Pacific American Caucus introduced H.R. 215, Congratulating MBDA on 40 Years of Service. In addition to the original four co-sponsors, the bill garnered an additional 18 co-sponsors and passed the House on September 15, 2009.

### ***New Media***

With an increased emphasis on transparency and the explosion of new media platforms, OLEIA advocated the adoption of a variety of social media networks and new media tools to reach more minority business owners. Through LinkedIn, a social network for professionals, MBDA has three groups: MBDA, with nearly

900 members focused broadly on minority business; the MBDA Global Business Forum focused on global and export opportunities and managed through the MBDA Chicago regional office; and the MBDA-IT Business Forum focused in the IT industry and also managed by the Chicago regional office. In addition to LinkedIn, OLEIA created an MBDA Facebook page that by the end of the fiscal year had grown to more than 1,000 fans. The fans are split evenly between male and female and are primarily located in the following five cities: Washington, DC; Atlanta, GA; New York, NY; Chicago, IL; and Milwaukee, WI. Approximately 41 percent of MBDA's Facebook fans are between the ages of 35-41. MBDA also communicates with minority business owners through Twitter (@USMBDA) and has created the hash tag #minoritybiz to track discussions around minority business. Finally, to quickly communicate news and success stories, MBDA created the Minority Business Blog where a variety of stories were posted in 2009.

# FY 2009 Performance Highlights



## National Highlights

FY 2009 was a transition year for the federal government, given that one administration exited and a new one took charge. Similar to many agencies, MBDA's new leadership was not identified until the latter part of the fiscal year. MBDA proceeded with business as spelled out in its performance plan. All the while the country also faced the sudden downturn in the economy and a rise in unemployment. These two factors had a great impact on MBDA's services and delivery system. The state of the economy required management to monitor funded projects even more closely, to avail forums that promoted partnerships, and to identify opportunities that would promote MBDA's goal of increasing access to the marketplace and to the financial arena for minority business entrepreneurs.

MBDA continued to operate with limited financial resources. Its staff, operators, funded projects, MBEs, and partners continued to strive with positive energy and positive results. In its 40 some years of operation, the Agency had never achieved as high a performance record as it did in FY 2009.

- The Return on Agency Investment (ROAI) peaked at \$103. This was \$29 over ROAI achieved in FY 2008. Once again the Agency broke its own previous year's record. ROAI is a critical performance measure that tracks overall performance. The Agency's total appropriation of \$29.8 million is divided by the total dollar value of closed financial and contractual transactions. These transactions were reported by 47 funded projects and by MBDA NEC staff at \$2,598.2 million and \$473.4 million, respectively. The projects reported approximately \$200 million more than what was reported in FY 2008. Agency staff reported closed transactions that far outnumbered FY 2008. Staff reported \$473.4 million in comparison to \$88.2 million in FY 2008.

The success of programs is measured by the dollar value of contract awards obtained by MBEs and facilitated by MBDA's grantees and staff. The certainty that MBEs will realize the proceeds associated with these awards varies from contract to contract. Multiple year contracts with option years are less certain as the options may or may not be exercised. MBDA includes the full potential value of multiple year contract awards obtained in its annual reporting for this performance measure, and discloses the dollar value of option years in a footnote. For indefinite-delivery contracts, only actual dollar values realized or guaranteed are included in the annual reporting of this outcome performance measure.

- MBDA's three flagship programs, MBECs, MBOCs, and NABECs continued to operate in FY 2009. The BEC program services minority business entrepreneurs through MBECs and NABECs. The BEC program demonstrated itself to be the primary driver of the Agency, especially in difficult economic times. It is through this program that the majority of MBDA's success is accomplished. In FY 2009, there were only 30 MBECs and six NABECs that were funded. These two programs secured \$1,080.4 million in contracts and \$845.4 million in closed financial transactions. In total, they brought in \$1,925.8 million or \$1.9 billion. This was a record total and about \$300 million more than in FY 2008.

- Once again, the Agency funded eight MBOC projects in FY 2009. This program delivered \$641.6 million in contracts and \$30.8 million in closed financial transactions. The total dollar value of contracts far exceeded the FY 2008 dollar value of contracts of \$276 million. However, the total dollar value of closed financial transactions only reached half of the amount reached in FY 2008, \$61 million. The dollar value of financial transactions may have been affected by the recession facing the country and the lack of available capital.
- FY 2009 was another record-breaking year for MBDA field staff. They assisted MBEs in securing \$423.6 million in contracts and \$35.7 million in financial transactions, for a total dollar value of \$459.3 million in closed transactions. MBDA field staff exceeded the dollar value of financial transactions secured by MBOCs.
- There were 1,010 contracts awarded and 498 financial transactions. These numbers are less than what was reported in FY 2008. The numbers indicate that the dollar value of transactions were on the average larger.
- A larger portion of MBEs receiving assistance were Strategic Growth Initiative (SGI) clients. Chart 2 depicts the steady growth of SGI clients over a period from FY 2002 through FY 2009. SGI clients are defined as MBEs with gross receipts of \$500 thousand (and more) or those MBEs with rapid growth potential.
- More MBEs were assisted by centers in the Atlanta and San Francisco NEC: 1,555 and 1,549, respectively. One center in the New York NEC secured the largest dollar value of financial transactions, \$231.2 million, and the largest dollar value of contracts, \$656.3 million. The New York NEC, as reported by funded projects, helped to create the most jobs, 1,216 for the fiscal year.
- Of the ethnic minority groups assisted in FY 2009, more African Americans were assisted—2,651. This same group received the most hours of management and technical assistance (M&TA)—40,160—and they were assisted in securing the highest Dollar Value in Financial Transactions —\$469.6 million. Hispanic Americans followed with 1,704 in number. They were rendered 19,042 hours of M&TA, but were assisted in securing the largest dollar value of contracts—\$952.0 million. Hispanic Americans received 47 percent of the Total Dollar Value of all Transactions (\$1,227.3 million), while African Americans received 36 percent of the Total Dollar Value of all Transactions (\$929.2 million). Native Americans and Asians each received seven percent of the Total Dollar Value of all Transactions (\$180.7 million and \$178.2 million respectively).
- A total of 6,239 MBEs were assisted in FY 2009. More MBEs (2,380) were assisted with gross receipts of \$1,000,000 and greater; while only 717 MBEs were assisted with gross receipts of \$0. More SGI (3,446) clients were assisted in FY 2009. The majority of the clients were African American (45 percent) and Hispanic American (23 percent).
- Construction, services, and manufacturing industries continued to be the leading industries that awarded contracts to MBEs assisted by funded projects. Of the 1,002 transactions awarded in FY 2009, 449 were in construction, 283 in services, and 88 in manufacturing. These three industries were the same industries identified in FY 2008. Although services were identified with only 283 contracts, the Dollar Value of the Contracts totaled \$700.7 million; while construction had the most contracts awarded, the dollar value of these transactions was only \$406.7 million.
- The BEC program secured 1,253 transactions valued at \$1,925.8 million or \$1.9 billion. It created 3,249 jobs and assisted 4,063 new clients.
- The MBOC program had only eight projects funded, but through this program \$672.4 million in closed transactions were secured in FY 2009. The program helped to create 885 jobs and assist 2,176 new clients.
- Of the 1,002 contracts secured, 861 were awarded to SGI clients, valued at \$1.6 billion and of the 489 financials secured for MBEs, 382 were secured for SGI clients, valued at \$4,808.8 million. Of the total number of contracts secured, 495 contracts were secured from the private sector for a total dollar value of \$1.1 billion and 216 were secured from the federal government, valued at \$340 million. More contracts (173) were secured from the private sector in the San Francisco NEC than in any other NEC. These contracts had a dollar value of \$100 million. While San Francisco had the largest number of contracts awarded, it was not the NEC with the largest dollar value of contracts. This recognition goes to the Dallas NEC. This region secured only 93 contracts, but they were valued at \$483 million. The Dallas NEC also secured the largest dollar value of contracts

**Table 1: Summary of MBDA Funded Programs and Agency Staff  
FY 2009 with Return on Investment (ROI)**

MBDA Organizations	MBECs	NABECs	MBOCs	Earmarks	Total Projects Funded FY 2009	Total NEC Project and Staff Expenditures FY 2009	Dollars in Transactions (rounded off) Obtained By Projects / MBDA Staff	Return on Investment by NEC and Agency
Atlanta NEC	6	0	2	—	8	\$2.9M	\$333.6M / \$0.0M	\$115
Chicago NEC	4	0	3	—	7	\$3.4M	\$410.9M / \$325.0M	\$217
Dallas NEC	4	3	1	—	8	\$3.3M	\$886.6M / \$34.0M	\$280
New York NEC	7	0	1	—	8	\$3.4M	\$579.0M / \$0.0M	\$173
San Francisco NEC	7	3	1	—	11	\$4.4M	\$388.0M / \$114.4M	\$114
Sub-Totals	30	6	8	N/A	44	\$17.4M	\$2,598.2M / \$473.3M	\$175
Headquarters Staff	N/A	N/A	N/A	3	3	\$12.4M	\$0.0M / \$0.0M	\$0.0
Totals	30	6	8	3	47	\$29.8M	\$2,598.2M / \$473.3M	\$103

Numbers were rounded.

- Includes NEC staff activity.
- Total Dollars in Transactions and the ROI include those obtained by headquarters staff.
- The Agency ROI is based on the Agency Budget appropriation of \$29.8 million for FY 2009. MBDA had 86 FTE employees on board in FY 2009. NEC staff totals include employees located in Regional Enterprise Centers (RECs). A total of 47 projects were funded during the fiscal year. The number of projects funded by MBDA decreased slightly from the prior year. The NEC ROIs are based on total project funding and regional staff salaries and expenses.

from the federal government, valued at \$114 million. Of the \$61 million that was secured from state governments, the Dallas NEC again was able to secure \$39 million for its MBEs. Of the \$89 million secured from local governments, the Atlanta NEC secured \$49 million for MBEs in this region.

- For FY 2009, the category of financing was broken into Loans, Bonds, Private Equity, and Other. The New York NEC secured over \$363 million in financial transactions for its MBEs, followed by the Dallas NEC with over \$231 million. In both cases, these regions, along with the San Francisco NEC and Atlanta NEC, secured more bonds than loans for their clients. In fact, more than \$668 million was secured in bonds, while a little more than \$181 million was secured in loans.
- Again, the private sector actively participated in the number and dollar value of financial transactions secured for MBEs. Of the 489 transactions secured, 378 (77.3 percent) were secured from the private sector valued at \$773.4 million (83.7 percent). The New York NEC secured the largest dollar value of financial transactions from the private sector—\$335.8 million. Little interaction was conducted with federal, state, and local governments when it came to securing financial assistance for MBEs.

In FY 2009, MBDA did its best to reach, aid, and assist minority businesses across the country. With the able assistance of MBDA funded projects, MBEs continued to strive despite the recession and its impact on the economy. MBEs demanded M&TA where they saw a need and where a need was identified by funded organizations. In addition, they continued to compete in the spirit of free enterprise as they managed to seek contract opportunities and financing to overcome the economic downturn. In summary, MBDA was successful in meeting its vision and mission.

Table 1 above discloses that MBDA, through its staff and funded projects, secured over \$3 billion in awarded transactions. This was a record achievement for the Agency, by nearly \$1 billion over FY 2008. MBDA's program budget was distributed among the three programs, including MBECs, NABECs, and MBOCs. As such, these programs appropriated \$7.6 million, \$1.9 million and \$1.6 million, respectively. Two MBECs and two NABECs, which were funded in FY 2008, were not funded in FY 2009.

Despite the drastic downturn in the country's economy, most MBEs managed to survive in FY 2009. Certain parts of the country felt the economic downturn harder than others. The Midwest and Southwest prospered, while the South, Northeast, and Western regions faced greater struggles. The South and Western states nonetheless exceeded their ROI when compared to FY 2008. The Northeast region was the only part of the country that saw a drop in ROI.

## Trends and Observations

For the sixth consecutive year MBDA exceeded its expectations with respect to transaction dollar goals. Unlike FY 2008 where the dollar value of financial transactions and the dollar value of contracts secured both crossed the threshold of \$1 billion each, the dollar value of financial transactions in FY 2009 fell below the \$1 billion threshold and the dollar value of contracts secured far exceeded the \$1 billion target. A grand total of \$2.6 billion was secured by 47 funded projects. The dollar value of contracts peaked at \$1.7 billion, while the dollar value of financial transactions secured dropped from \$1.1 billion in FY 2008 to \$876.2 million in FY 2009. The downfall was a direct result of the economic recession and virtual elimination of access to credit and capital by MBEs. MBEs were disproportionately impacted.

Chart 2 continues to track the makeup of MBDA's portfolio of clients. The percentage of SGI clients continued to climb, while the non-SGI clients scaled downwards. Over the last eight fiscal years, the trend has been an increase in the number of SGI clients. In FY 2009, the percentage of SGI clients reached 83 percent.

**Chart 2: Percent of Client Portfolio Made Up by SGI Clients**

FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
7%	7%	18%	21%	23%	32%	76%	83%

Over a period of eight fiscal years, MBDA strategically shifted its centers/programs to serve SGI clients. Center programs are cost effective when serving MBEs that can achieve size, scale, and

capacity. Small size MBEs are served through electronic tools and referrals to programs focused on this target market. MBDA also leveraged other federal programs (i.e., Small Business Development Centers (SBDC), SCORE, Community Development Financial Institutions (CDFI)) by referring clients best suited to these programs. More SGI clients have been attracted to the services being provided by the many funded projects across the country, and these MBEs have become repeat clients for assistance in meeting their procurement and financial needs. The M&TA, as well as brokering/facilitation services provided in obtaining these transactions, has expanded over recent times. Reference the many tables that follow throughout this report.

MBDA's targeted goal for FY 2009 was \$1.4 billion in combined contracts and financial transactions. This actual result of \$3.06 billion far exceeded expectations. Funded projects not only secured \$2.60 billion in closed transactions, but Agency staff also secured \$0.46 billion. MBDA funded projects achieved \$1.72 billion in dollar value of contracts. When combined with NEC staff, the \$2.15 billion total dollar value of contracts more than doubled the original \$900 million target. In addition, the total dollar value of contracts far exceeded accomplishments of past fiscal years.

MBDA also tracks the actual number of transactions secured and uses these numbers to calculate the average dollar value of contracts

**Table 2: MBDA National Performance Summary FY 2009**

Performance Measures	National Target	MBEC/NABEC Actual	MBOC Actual	Program Totals	Headquarters Actual	NEC Staff Actual	Total Staff Actual	Grand Total
Dollar Value of Contracts	\$900.0M	\$1,080.4M	\$641.6M	\$1,722.0M	\$0.0M	\$437.6M	\$437.6M	\$2,159.6M
Dollar Value of Financials	\$500.0M	\$845.4M	\$30.8M	\$876.2M	\$0.0M	\$35.7M	\$35.7M	\$911.9M
Total Dollar Value of Transactions	\$1.4B	\$1,925.8M	\$672.4M	\$2,598.2M	\$0.0M	\$473.3M	\$473.3M	\$3,071.5M
Number of Contracts Awarded	N/A	793	209	1,002	0	8	8	1,010
Number of Financial Transactions	N/A	460	29	489	0	9	9	498
Total Transactions	N/A	1,253	238	1,491	0	17	17	1,508
Number of Jobs Created	3,000	3,249	885	4,134	0	N/A	N/A	4,134
Number of New Clients	N/A	4,063	2,176	6,239	0	N/A	N/A	6,239

Numbers were rounded.

**Table 3: Awarded Transactions by Client Annual Gross Receipts as Reported by MBECs, NABECs, and MBOCs FY 2009**

Total SGI and Non-SGI Clients Assisted	Number of Contract Transactions	Value of Contract Transactions	Number of Financial Transactions	Value of Financial Transactions	Total Number of Transactions	Total Dollar Value of Transactions
SGI Clients (\$500K and Over)	861	\$1,625.9M (94.4%)	382	\$808.8M (92.3%)	1,249	\$2,434.7M
Non-SGI Clients (Under \$500K)	140	\$96.0M (5.6%)	106	\$67.1M (7.7%)	246	\$163.1M
Client Receipts Not Reported	1	\$0.1M (0.0%)	1	\$0.3M (0.0%)	2	\$0.4M
<b>Total Identified</b>	<b>1,002</b>	<b>\$1,722.0M</b>	<b>489</b>	<b>\$876.2M</b>	<b>1,497</b>	<b>\$2,598.2M</b>

Numbers were rounded.

and financial transactions. The number of jobs created as a result of the secured transactions totaled 4,134 in FY 2009. The majority of the jobs (3,249) were created by transactions secured under the MBEC and NABEC programs. These programs also assisted 4,063 new clients out of a total of 6,239 that were assisted for the fiscal year. New clients are defined as MBEs not previously served by MBDA.

Clients who reported their annual gross receipts totaled 1,497. Of this total, 1,249 were SGI clients or MBEs whose gross receipts ranged from \$500 thousand and over. Non-SGI clients totaled 246. Eighty-three percent of the total clients assisted by the MBDA programs were SGI clients. This is a significant jump from FY 2008, when 76 percent of the clients assisted were SGI clients. Chart 2 shows that MBDA has tracked this trend since FY 2002.

**Table 4: Assistance Rendered as Reported by Funded Programs per NEC FY 2009**

NEC	Number of Clients	Hours of M&TA	Financing		Contracts		Total Dollars	Jobs Created
			#	\$	#	\$		
Atlanta	1,555	21,154	162	\$124.0M	139	\$209.5M	\$333.6M	916
Chicago	811	12,277	24	\$32.2M	82	\$378.6M	\$410.8M	230
Dallas	1,151	15,174	157	\$231.2M	211	\$656.3M	\$886.7M	1,216
New York	1,173	15,817	46	\$361.8M	229	\$215.1M	\$579.0M	926
San Francisco	1,549	21,029	100	\$127.0M	341	\$262.2M	\$520.5M	846
<b>Total</b>	<b>6,239</b>	<b>85,451</b>	<b>489</b>	<b>\$876.2M</b>	<b>1,002</b>	<b>\$1,721.7M</b>	<b>\$2,597.9M</b>	<b>4,134</b>

MBDA served 6,239 clients and delivered over 85,000 hours of M&TA. Both the Atlanta and San Francisco NECs served and assisted the most clients, 1,555 and 1,549, respectively, with 21,154 and 21,029 hours of M&TA, respectively. Of the 489 financial transactions, the Atlanta NEC had the most transactions (162), while the Chicago NEC had 24. The New York NEC had 46 transactions, and the largest dollar value of transactions (\$361.8 million). The Dallas NEC followed in second place with \$231.2 million in financing. Contracts on the other hand totaled 1,002 for the fiscal

year and these transactions were valued at \$1,721.7 million. The San Francisco NEC funded programs reported the most number of contracts (341) followed by the New York NEC at 229; however it was the Dallas NEC funded programs that reported a record dollar value in contracts secured (\$656.3 million). Of the total dollars secured (\$2,597.9 million) by the five NECs, the Dallas NEC secured the largest dollar value of transactions (\$886.7 million). It was also the Dallas NEC funded projects that created the most jobs—1,216 out of 4,134 reported for FY 2009.

**Table 5: Assistance Rendered as Reported by Agency Staff per NEC FY 2009**

NEC	Number of Clients	Hours of M&TA	Financing		Contracts		Total Dollars	Jobs Created
			#	\$	#	\$		
Atlanta	0	N/A	0	\$0.0M	0	\$0.0M	\$0.0M	N/A
Chicago	2	N/A	1	\$25.0M	1	\$300.0M	\$325.0M	N/A
Dallas	8	N/A	5	\$3.7M	3	\$30.3M	\$34.0M	N/A
New York	0	N/A	0	\$0.0M	0	\$0.0M	\$0.0M	N/A
San Francisco	7	N/A	3	\$7.1M	4	\$107.3M	\$114.4M	N/A
<b>Total</b>	<b>17</b>	<b>N/A</b>	<b>9</b>	<b>\$35.8M</b>	<b>8</b>	<b>\$437.6M</b>	<b>\$473.4M</b>	<b>N/A</b>

MBDA added into its Business Development Specialist performance plans work activities that assist MBEs directly. For FY 2009, over \$473.4 million was secured by MBDA staff. This assistance involved 17 clients and \$35.8 million in financial transactions and \$437.6 million in contracts. The Chicago NEC staff was successful in assisting two clients in securing \$325 million in total dollar value. The San Francisco NEC assisted seven clients in securing over \$114 million in total dollar value. The Dallas NEC assisted eight clients in securing \$34 million in total dollar value.

Table 6 identifies the various ethnic groups that MBDA tracks as MBEs. Some clients elect not to identify themselves or elect to state that they are "Other Minority." The most profound minority groups served by MBDA are African American, Hispanic American, and Native American. African American MBEs were the most serviced group, followed by Hispanic American, and then Native American

MBEs. African Americans received the most hours of M&TA—40,160; while the Hispanic American group received 19,042, and the Native American group received 8,435 hours. Of the \$1,722.2 million awarded in contracts, the African American group was awarded \$459.6 million or 27 percent, while the Hispanic American group was awarded \$952.0 million or 55 percent of this total. Over \$469 million of the total financial transactions (\$876.0 million) secured were awarded to the African American group. The Hispanic American group secured more financial transactions (206) in number, but the dollar value of those transactions were far less (\$275.3 million) than that awarded to the African American group. In summary, a total of 1,491 transactions were awarded in FY 2009 valued at over \$2,598.2 billion. Hispanic American MBEs were awarded a total of \$1,227.3 billion and African American MBEs were awarded \$929.2 million. A total of 83 percent of the total dollars awarded in FY 2009 was awarded to either African American or Hispanic American MBEs.

**Table 6: Client Assistance by Minority Group FY 2009  
MBEC and NABEC Program**

Ethnic Category	Clients		Hours of M&TA		Contracts			Financial Transactions			Total Contracts/ Financials		
	#	%	#	%	#	\$M	%	#	\$M	%	#	\$M	%
African American	2,651	42%	40,160	47%	393	\$459.6	27%	156	\$469.6	54%	549	\$929.2	36%
Alaska Native	5	0%	104	0%	0	\$0.0	0%	0	\$0.0	0%	0	\$0.0	0%
Aleuts	3	0%	42	0%	0	\$0.0	0%	0	\$0.0	0%	0	\$0.0	0%
Asian American	260	4%	3,705	4%	18	\$24.3	1%	20	\$18.3	2%	38	\$42.6	0%
Asian Indian	273	4%	3,074	4%	38	\$37.6	2%	15	\$11.7	1%	53	\$49.3	2%
Asian Pacific Amer.	328	5%	4,655	5%	75	\$69.7	4%	29	\$16.6	2%	104	\$86.3	3%
Hasidic Jew	143	2%	2,482	3%	30	\$17.4	1%	3	\$2.1	0%	33	\$19.5	1%
Hispanic American	1,704	27%	19,042	22%	185	\$952.0	55%	206	\$275.3	31%	391	\$1,227.3	47%
N/A	3	0%	6	0%	0	\$0.0	0%	0	\$0.0	0%	0	\$0.0	0%
Native American	530	8%	8,435	10%	137	\$131.8	8%	41	\$48.9	6%	178	\$180.7	7%
Other Minority	133	2%	1,674	2%	61	\$10.7	1%	9	\$1.4	0%	70	\$12.1	0%
Puerto Rican	206	3%	2,069	2%	65	\$19.1	1%	10	\$32.1	4%	75	\$51.2	2%
<b>TOTAL</b>	<b>6,239</b>	<b>100%</b>	<b>85,448</b>	<b>100%</b>	<b>1,002</b>	<b>\$1,722.2</b>	<b>100%</b>	<b>489</b>	<b>\$876.0</b>	<b>100%</b>	<b>1,491</b>	<b>\$2,598.2</b>	<b>100%</b>

\*Dollar values and percentages are rounded. Due to limited space \$M = dollars in the millions.

**Table 7: Number and Percentage of Client Assistance by Minority Group FY 2009 by Annual Gross Receipts**

Ethnic Group	\$0	\$1 to \$299,999	\$300,000 to \$499,999	\$500,000 to \$999,999	\$1,000,000 and Greater	Total SGI Clients (Columns 4+5)	Total Clients with Reported Annual Receipts (Columns 1-5)
	(Non-SGI)			(SGI)			
	1	2	3	4	5	6	7
African American	310 (39%)	864 (55%)	159 (48%)	461 (43%)	857 (39%)	1,318	2,651 (45%)
Alaska Native	0 (0%)	2 (0%)	0 (0%)	0 (0%)	3 (0%)	3	5 (0%)
Aleuts	0 (0%)	0 (0%)	2 (0%)	0 (0%)	1 (0%)	1	1 (0%)
Asian American	29 (6%)	44 (5%)	22 (3%)	60 (6%)	105 (6%)	165	260 (5%)
Asian Indian	11 (2%)	46 (2%)	16 (3%)	40 (4%)	160 (7%)	200	273 (4%)
Asian Pacific Amer.	28 (4%)	78 (4%)	18 (5%)	50 (5%)	154 (5%)	204	328 (5%)
Hasidic Jew	17 (4%)	20 (1%)	3 (1%)	27 (3%)	76 (3%)	103	143 (2%)
Hispanic American	159 (21%)	425 (18%)	114 (25%)	282 (26%)	724 (27%)	1,006	1,704 (23%)
N/A	3 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0	3 (0%)
Native American	114 (16%)	140 (10%)	22 (6%)	69 (6%)	185 (8%)	254	530 (9%)
Other Minority	14 (2%)	38 (3%)	9 (3%)	35 (3%)	37 (1%)	72	133 (2%)
Puerto Rican	32 (6%)	28 (1%)	26 (6%)	42 (4%)	78 (4%)	120	206 (4%)
<b>Totals by Gross Receipt Range</b>	<b>717</b>	<b>1,685</b>	<b>391</b>	<b>1,066</b>	<b>2,380</b>	<b>3,446</b>	<b>6,239</b>

Table 7 reflects the total number and percentage of MBE firms assisted by annual gross receipts. The table is broken into five ranges—from \$0 to \$1 million and over in annual sales or annual revenue. Columns 4 and 5 identify the total number of SGI clients in column 6. A total of 6,239 MBEs obtained assistance from the MBDA funded network, of which 3,446 were SGIs. More African American MBEs (1,318) were SGI clients. The second largest group of SGI clients was the Hispanic American group. There were more MBEs with gross receipts of over \$1 million that were assisted (2,380) in FY 2009. The clients whose range is between \$500,000 and \$999,999 shows promise of growth potential. These MBEs may very well be the next wave of new million-dollar companies.

The number of contracts awarded to MBE clients in FY 2009 totaled 1,002, which was 17 percent less than the number of contracts awarded in FY 2008. On the positive side, the \$1.72 billion dollar value of these contracts far exceeded (77 percent) the \$972.5 million awarded in FY 2008. Once again the lead industry by number of awards was construction with 449, followed by the services industry at 283, and manufacturing at 88. The services industry had over \$700 million in contracts and the construction industry had \$407 million. The finance, insurance and real estate industry had \$371 million and the manufacturing industry had \$92 million in contract awards.

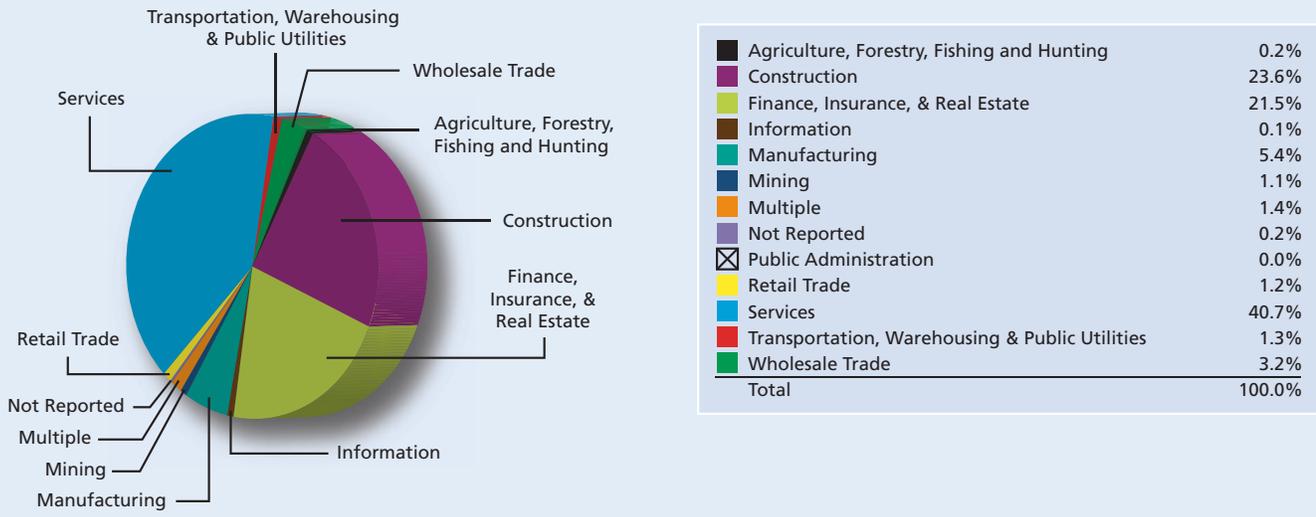
**Table 8: Procurement Contracts Awarded by Industry Group MBEC, NABEC, and MBOC programs FY 2009**

Industry	Number of Awards	Dollar Value of Contracts	Percentage
Agriculture, Forestry, Fishing and Hunting	9	\$3.9M	2%
Construction	449	\$406.7M	21%
Finance, Insurance and Real Estate	9	\$371.0M	3%
Information	11	\$1.0M	2%
Manufacturing	88	\$92.3M	11%
Mining	12	\$19.7M	2%
Multiple	21	\$23.6M	2%
Not Reported	5	\$3.2M	2%
Public Administration	2	\$0.7M	2%
Retail Trade	57	\$21.3M	5%
Services	283	\$700.7M	36%
Transportation, Warehousing and Public Utilities	12	\$22.6M	4%
Wholesale Trade	44	\$55.3M	8%
<b>Total</b>	<b>1,002</b>	<b>\$1,721.8M</b>	<b>100%</b>

Percentages were rounded to the next whole number.

**Chart 3: Share of Dollar Value of Contracts Awarded to MBE Clients by Industry**

**Dollar Value of Contract Awards by Industry**



**Table 9: MBEC and NABEC Program Summary for FY 2009 with ROI**

National MBEC/NABEC Program	FY 2009 Goals	Accomplishments	Percentage of Accomplishments
<b>ROI: \$206</b>			
Dollar Value of Contracts Awarded	\$805.1M	\$1,080.4M	134%
Dollar Value of Financial Transactions	\$321.5M	\$845.4M	263%
Total Dollar Value of All Transactions	\$1,126.6M	\$1,925.8M	171%
Number of Contracts Awarded	N/A	793	—
Number of Financial Transactions	N/A	460	—
Total Number of Transactions Awarded	N/A	1,253	—
Number of Jobs Created	3,833	3,249	85%
Number of New Clients	3,303	4,063	134%

MBDA's largest funded programs (MBEC and NABEC) were projected to deliver \$1.1 billion in closed transactions for FY 2009. This target was exceeded by 171 percent or \$1.9 billion. Overall, contracts awarded totaled \$1.1 billion or 134 percent of the targeted goal while financial transactions secured totaled \$845.4 million or

263 percent over the goal of \$322 million. Jobs created totaled 3,249 or 85 percent of the total targeted and new clients assisted exceeded the targeted number of 3,303. In summary, the program's ROI was \$206 for every federal dollar invested.

**Table 9A: MBEC Program Summary for FY 2009**

MBEC Program	FY 2009 Goals	Accomplishments	Percentage of Accomplishments
ROI: \$225			
Dollar Value of Contracts Awarded	\$725.8M	\$955.4M	132%
Dollar Value of Financial Transactions	\$262.5M	\$794.8M	303%
Total Dollar Value of All Transactions	\$988.3M	\$1,750.2M	177%
Number of Contracts Awarded	N/A	680	—
Number of Financial Transactions	N/A	401	—
Total Number of Transactions Awarded	N/A	1,081	—
Number of Jobs Created	3,495	2,708	77%
Number of New Clients	2,508	3,647	145%

Table 9A provides a summary of the MBEC program for FY 2009. The MBEC program achieved over \$1.75 billion in total dollar value of all transactions. The MBEC program secured more contracts, produced a greater number of jobs, and assisted a greater number of new clients as compared to other MBDA programs. The ROI for this component was \$225.

**Table 9B: NABEC Program Summary for FY 2009**

NABEC Program	FY 2009 Goals	Accomplishments	Percentage of Accomplishments
ROI: \$111			
Dollar Value of Contracts Awarded	\$79.3M	\$125.0M	158%
Dollar Value of Financial Transactions	\$59.0M	\$50.6M	86%
Total Dollar Value of All Transactions	\$138.3M	\$175.6M	127%
Number of Contracts Awarded	N/A	113	—
Number of Financial Transactions	N/A	59	—
Total Number of Transactions Awarded	N/A	172	—
Number of Jobs Created	388	541	139%
Number of New Clients	795	416	52%

The NABEC program contributed a smaller portion to MBDA's overall performance, but did exceed its original targeted goals. The NABEC program was severely affected by the downturn of the economy and the high unemployment that occurred in FY 2009. The ROI for the NABEC program (even with significant economic downturns) was a respectable \$111.

**Table 10: MBOC Program Summary for FY 2009**

MBOC Program	FY 2009 Goals	Accomplishments	Percentage of Accomplishments
ROI: \$357			
Dollar Value of Contracts Awarded	\$494.9M	\$641.6M	130%
Dollar Value of Financial Transactions	\$178.5M	\$30.8M	17%
Total Dollar Value of All Transactions	\$673.4M	\$672.4M	100%
Number of Contracts Awarded	N/A	209	—
Number of Financial Transactions	N/A	29	—
Total Number of Transactions Awarded	N/A	238	—
Number of Jobs Created	301	885	294%
Number of New Clients	760	2,176	286%

MBDA's third major program is MBOC. This program achieved 99.9 percent its targeted goal for the fiscal year. However, the dollar value of contracts awarded carried the dollar value of financial transactions secured, 130 percent and 17 percent, respectively. Most notably the economy had a negative impact on this program. Access to capital became almost non-existent to MBEs due to the credit crisis and retraction of lending by the major financial institutions. The program's ROI was \$357 for the year.

**Table 11: Dollar Value of Contracts and Financials Awarded in FY 2009**

ALL NECs	Dollar Range SGI/Non-SGI	Number of Contracts	Value of Contracts	Number of Financials	Value of Financials
ALL NECs	Clients \$500K and Over	861	\$1,625.9M	382	\$808.8M
ALL NECs	Clients Under \$500K	140	\$96.0M	106	\$67.1M
ALL NECs	Clients Not Reported	1	\$0.1M	1	\$0.3M
<b>Total</b>		<b>1,002</b>	<b>\$1,722.1M</b>	<b>489</b>	<b>\$876.2M</b>

Table 11 depicts the dollar value of contracts and financial transactions awarded in FY 2009.

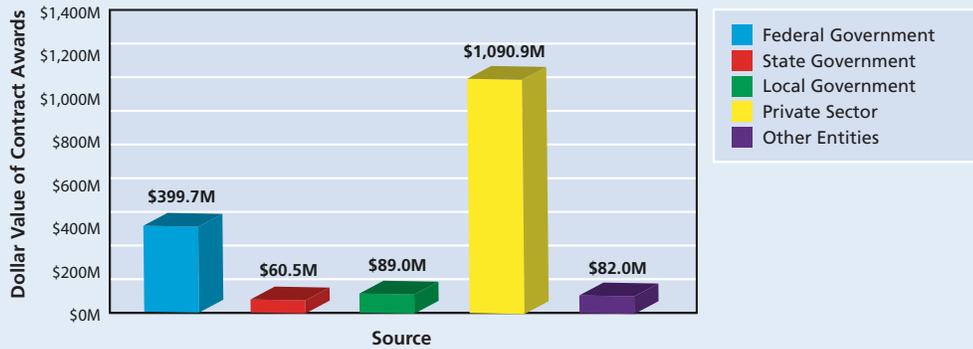
**TABLE 12: Number of Contracts Obtained by Source as Reported by Funded Projects FY 2009  
(Comparison between FY 2008 and FY 2009)**

Source of Contract Awards	Number of Contracts			Dollar Value of Contracts			Average Dollar Value		
	FY 2009	FY 2008	Percentage Change	FY 2009	FY 2008	Percentage Change	FY 2009	FY 2008	Percentage Change
<b>Federal Government</b>	216 (22%)	208 (18%)	4%	\$399.7M (23%)	\$279.5M (29%)	43%	\$1.9M	\$1.3M	38%
<b>State Government</b>	50 (5%)	72 (6%)	-31%	\$60.5M (4%)	\$37.6M (4%)	61%	\$1.2M	\$0.5M	132%
<b>Local Government</b>	116 (12%)	268 (23%)	-57%	\$89.0M (5%)	\$121.1M (12%)	-27%	\$0.8M	\$0.5M	70%
<b>Private Sector</b>	495 (49%)	503 (43%)	-2%	\$1,090.9M (63%)	\$446.0M (46%)	145%	\$2.2M	\$0.9M	149%
<b>Other Entities</b>	125 (12%)	121 (10%)	3%	\$82.0M (5%)	\$88.3M (9%)	-7%	\$0.7M	\$0.7M	-10%
<b>Total</b>	<b>1,002</b>	<b>1,172</b>	<b>-15%</b>	<b>\$1,722.1M</b>	<b>\$972.5M</b>	<b>77%</b>	<b>\$1.7M</b>	<b>\$0.7M</b>	<b>107%</b>

Table 12 identifies the five sources by which MBDA tracks contracts awarded to MBEs. MBDA was able to secure more private sector contracts versus public sector contracts in FY 2009. The number of private sector contracts (503) in FY 2008 decreased in FY 2009 (495). However, the dollar value of contracts awarded by the private sector increased substantially from \$446 million in FY 2008 to \$1.09 billion in FY 2009, an increase of over 145 percent.

The number of contracts awarded by the federal government remained about the same between FY 2008 and FY 2009 (208 and 216 respectively). However, the dollar value of contracts awarded by the federal government increased from \$280 million to \$400 million, an increase of over 43 percent. State government awards dropped from 72 in FY 2008 to 50 in FY 2009, but the dollar value of these contracts increased from \$38 million to \$61 million over the same time period. The number of local government contract awards decreased significantly from 268 in FY 2008 to 116 in FY 2009. The dollar value of contracts from this source also decreased from \$121 million to \$89 over the same time period.

**Chart 4: Source of Procurement Dollars**



**Table 13: Contracts Obtained from the Federal Government by NECs FY 2009**

NEC	Number of Awards	Dollar Value of Awards	Average Dollar Value of Awards
Atlanta	39 (3.9%)	\$79.2M (4.6%)	\$2.0M
Chicago	4 (0.4%)	\$22.7M (1.3%)	\$5.7M
Dallas	57 (5.7%)	\$113.6M (6.6%)	\$2.0M
New York	72 (7.2%)	\$89.9M (5.2%)	\$1.2M
San Francisco	44 (4.4%)	\$94.3M (5.5%)	\$2.1M
<b>Total</b>	<b>216 (21.6%)</b>	<b>\$399.7M (23.2%)</b>	<b>\$1.9M</b>

\* Percentages represent individual percentage of Total Funding Sources

Federal government contracts secured by region varied from 72 in the New York NEC to just four in the Chicago NEC. The Dallas NEC secured 57 contracts for the highest total value at \$113.6 million. The average dollar value of contracts secured across the five regions was \$1.9 million. The total dollar value of contracts secured for all NECs (\$399.7 million) represents 23.2 percent of the total contracts secured from the federal government as reported by funded projects.

**Table 14: Contracts Obtained from State Governments by NECs FY 2009**

NEC	Number of Awards	Dollar Value of Awards	Average Dollar Value of Awards
Atlanta	6 (0.6%)	\$2.2M (0.1%)	\$0.4M
Chicago	2 (0.2%)	\$3.8M (0.2%)	\$1.9M
Dallas	18 (1.8%)	\$38.6M (2.2%)	\$2.1M
New York	22 (2.2%)	\$15.9M (0.9%)	\$0.7M
San Francisco	2 (0.2%)	\$0.1M (0.0%)	\$0.0M
<b>Total</b>	<b>50 (5.0%)</b>	<b>\$60.5M (3.5%)</b>	<b>\$1.2M</b>

\* Percentages represent individual percentage of Total Funding Sources

A total of 50 contracts were obtained from state governments, representing five percent of the total awards secured from this source. The dollar value of these awards was \$60.5 million, which represented 3.5 percent of all the dollars secured. Table 14 shows that there was more interaction with state governments in the New York and Dallas NECs. The Dallas NEC secured a greater dollar value than the other NECs.

**Table 15: Contracts Obtained from Local Governments by NECs FY 2009**

NEC	Number of Awards	Dollar Value of Awards	Average Dollar Value of Awards
Atlanta	27 (2.7%)	\$49.4M (2.9%)	\$1.8M
Chicago	4 (0.4%)	\$3.3M (0.2%)	\$0.8M
Dallas	13 (1.3%)	\$5.3M (0.3%)	\$0.4M
New York	23 (2.3%)	\$17.6M (1.0%)	\$0.8M
San Francisco	49 (4.9%)	\$13.3M (0.8%)	\$0.3M
<b>Total</b>	<b>116 (11.6%)</b>	<b>\$89.0M (5.2%)</b>	<b>\$0.8M</b>

\* Percentages represent individual percentage of Total Funding Sources

Contracts secured for MBEs from local government sources totaled 116 and were valued at a total of \$89 million. The San Francisco NEC secured the most local government contracts at 49, while the Atlanta NEC secured the highest dollar value of contract awards at \$49.4 million. The average dollar value of all local government contracts was \$0.8 million.

**Table 16: Contracts Obtained from Private Sector by NEC FY 2009**

NEC	Number of Awards	Dollar Value of Awards	Average Dollar Value of Awards
Atlanta	55 (5.5%)	\$76.2M (4.4%)	\$1.4M
Chicago	69 (6.9%)	\$346.6M (20.1%)	\$5.0M
Dallas	93 (9.3%)	\$482.8M (28.0%)	\$5.2M
New York	105 (10.5%)	\$85.6M (5.0%)	\$0.8M
San Francisco	173 (17.3%)	\$99.7M (5.8%)	\$0.6M
<b>Total</b>	<b>495 (49.4%)</b>	<b>\$1,090.9M (63.3%)</b>	<b>\$2.2M</b>

\* Percentages represent individual percentage of Total Funding Sources

**Table 17: Contracts Obtained from Other Entities by NECs FY 2009**

NEC	Number of Awards	Dollar Value of Awards	Average Dollar Value of Awards
Atlanta	12 (1.2%)	\$2.5M (0.1%)	\$0.2M
Chicago	3 (0.3%)	\$2.3M (0.1%)	\$0.8M
Dallas	30 (3.0%)	\$15.3M (0.9%)	\$0.5M
New York	7 (0.7%)	\$8.3M (0.5%)	\$1.2M
San Francisco	73 (7.3%)	\$53.7M (3.1%)	\$0.7M
<b>Total</b>	<b>125 (12.5%)</b>	<b>\$82.0M (4.8%)</b>	<b>\$0.7M</b>

\* Percentages represent individual percentage of Total Funding Sources

The five NECs, through their funded projects, secured 495 contracts from the private sector valued at over \$1 billion. Private sector funding represented 63.3 percent of total funding sources that MBDA tracks. The average dollar value of these contracts was \$2.2 million. The Dallas NEC secured 93 contracts and the largest dollar value at \$482.8 million. The Chicago NEC secured 69 contracts and \$346.6 million. The San Francisco NEC secured the largest number of contracts at 173 followed by the New York NEC at 105.

Other Entities is defined as self-certifying business enterprises that (1) belong to multiple ethnicities, (2) identify themselves as minority subgroups not listed, or (3) are minority-owned organizations. MBEs identified as Other Entities reported 125 contracts valued at \$82 million. Of this total, a majority was secured by the San Francisco NEC (73) valued at \$53.7 million. The Dallas NEC followed with 30 contracts valued at \$15.3 million.

**Table 18: Financial Transactions Secured by Type and Number FY 2009**

Type of Lending	Atlanta	Chicago	Dallas	New York	San Francisco	Total
\$ Value Loans	\$47.5M	\$17.0M	\$33.9M	\$43.5M	\$39.9M	\$181.9M
\$ Value Bonds	\$57.9M	\$13.5M	\$194.6M	\$319.3M	\$83.7M	\$668.9M
\$ Value Other	\$18.6M	\$1.2M	\$2.7M	\$1.0M	\$3.2M	\$26.7M
<b>Total \$ Value</b>	<b>\$124.0M</b>	<b>\$31.7M</b>	<b>\$231.2M</b>	<b>\$363.8M</b>	<b>\$126.8M</b>	<b>\$877.5M</b>
Number Loans	16	15	99	32	58	220
Number Bonds	139	3	49	14	33	238
Number of Other	5	4	6	1	8	24
<b>TOTAL</b>	<b>160</b>	<b>22</b>	<b>154</b>	<b>47</b>	<b>99</b>	<b>482</b>

This table reports financial transactions secured by type and number. Bonds secured were valued at over \$669 million. Loans, on the other hand, were valued at \$181.9 million. In all, 482 financial transactions were secured and valued at over \$887 million in FY 2009. The New York NEC had the largest dollar value of bonding transactions (over \$319 million), while Chicago had the least (\$13.5 million). Four out of five NECs secured more bonding transactions than loans. MBDA believes this activity is consistent with anecdotal information provided by MBEs, economic recession, decrease in lending, and to some extent ARRA-related contracting activities.

**Table 19: Number of Financial Transactions Obtained by Source as Reported by Funded Projects FY 2009**

Source	Number of Transactions	Dollar Value of Financials	Average Dollar Value
Private Sector	378 (77.3%)	\$733.4M (83.7%)	\$1.9M
Federal Government	37 (7.6%)	\$64.0M (7.3%)	\$16.4M
State Government	10 (2.0%)	\$10.5M (1.2%)	\$1.1M
Local Government	9 (1.8%)	\$21.1M (2.4%)	\$2.3M
Other Entities	55 (11.2%)	\$47.2M (5.4%)	\$0.9M
<b>Total</b>	<b>489</b>	<b>\$876.2M</b>	<b>\$1.8M</b>

**Table 20: Financing Obtained from Federal Government by NEC FY 2009**

Source	Number of Awards	Dollar Value of Awards	Average Dollar Value of Awards
Atlanta	2 (0.4%)	\$32.8M (3.7%)	\$16.4M
Chicago	1 (0.2%)	\$0.3M (0.0%)	\$0.3M
Dallas	22 (4.5%)	\$6.7M (0.8%)	\$0.3M
New York	2 (0.4%)	\$20.7M (2.4%)	\$10.4M
San Francisco	10 (2.0%)	\$3.5M (0.4%)	\$0.4M
<b>Total</b>	<b>37 (7.6%)</b>	<b>\$64.0M (7.3%)</b>	<b>\$1.7M</b>

**Table 21: Financing Obtained from State Governments by NECs FY 2009**

Source	Number of Awards	Dollar Value of Awards	Average Dollar Value of Awards
Atlanta	1 (0.2%)	\$1.0M (0.1%)	\$1.0M
Chicago	0 (0.0%)	\$0.0M (0.0%)	\$0.0M
Dallas	3 (0.6%)	\$3.4M (0.4%)	\$1.1M
New York	0 (0.0%)	\$0.0M (0.0%)	\$0.0M
San Francisco	6 (1.2%)	\$6.2M (0.7%)	\$1.0M
<b>Total</b>	<b>10 (2.0%)</b>	<b>\$10.5M (1.2%)</b>	<b>\$1.1M</b>

**Table 22: Financing Obtained from Local Governments by NEC FY 2009**

Source	Number of Awards	Dollar Value of Awards	Average Dollar Value of Awards
Atlanta	3 (0.6%)	\$17.6M (2.0%)	\$5.9M
Chicago	0 (0.0%)	\$0.0M (0.0%)	\$0.0M
Dallas	2 (0.4%)	\$0.2M (0.0%)	\$0.1M
New York	4 (0.8%)	\$3.3M (0.4%)	\$0.8M
San Francisco	0 (0.0%)	\$0.0M (0.0%)	\$0.0M
<b>Total</b>	<b>9 (1.8%)</b>	<b>\$21.1M (2.4%)</b>	<b>\$2.3M</b>

Financial transactions are classified by one of five categories. In FY 2009, the Agency’s funded projects secured 489 financial transactions valued at \$876.2 million. The private sector was the key source of secured financial transactions. They were valued \$733.4 million and represented 83.7 percent of the total \$876.2 million. Other Entities, as a source, awarded 55 transactions totaling \$47.2 million. State government and local government as a source were less utilized. Federal government as a source fell to third place with only 37 transactions valued at \$64 million. However, the federal government transactions secured averaged \$16.4 million per transaction, considerably higher than the average of \$1.8 million from all sources.

The Dallas NEC funded projects obtained more financing for MBEs (22) than any other NEC for a total dollar value of \$6.7 million. Each transaction averaged about \$300,000. The Atlanta NEC obtained just two financial transactions from the federal government, but the total value was \$32.8 million. The New York NEC also obtained two financial transactions from the federal government, at a total value of \$20.7 million.

Only 10 transactions were obtained from state governments in FY 2009. A total of \$10.5 million was obtained, representing just 1.2 percent of the total dollar value secured by MBEs.

Local government financing was also not a viable source for MBEs in FY 2009. Only nine financial transactions were secured for total value of \$21.1 million. MBEs in the Atlanta NEC region were able to obtain three financial transactions valued at \$17.6 million and MBEs in the New York NEC region were able to obtain \$3.3 million. No local government financial transactions were obtained by the Chicago and San Francisco NEC.

**Table 23: Financing Obtained from the Private Sector by NECs FY 2009**

Source	Number of Awards	Dollar Value of Awards	Average Dollar Value of Awards
Atlanta	149 (30.5%)	\$60.8M (6.9%)	\$0.4M
Chicago	21 (4.3%)	\$28.9M (3.3%)	\$1.4M
Dallas	102 (20.9%)	\$203.7M (23.2%)	\$2.0M
New York	39 (8.0%)	\$335.8M (38.3%)	\$8.6M
San Francisco	67 (13.7%)	\$104.2M (11.9%)	\$1.6M
<b>Total</b>	<b>378 (77.3%)</b>	<b>\$733.4M (83.7%)</b>	<b>\$1.9M</b>

**Table 24: Financing Obtained from Other Entities by NECs FY 2009**

Source	Number of Awards	Dollar Value of Awards	Average Dollar Value of Awards
Atlanta	7 (1.4%)	\$11.8M (1.4%)	\$1.7M
Chicago	2 (0.4%)	\$3.0M (0.3%)	\$1.5M
Dallas	28 (5.7%)	\$17.3M (2.0%)	\$0.6M
New York	1 (0.2%)	\$2.0M (0.2%)	\$2.0M
San Francisco	17 (3.5%)	\$13.1M (1.5%)	\$0.8M
<b>Total</b>	<b>55 (11.2%)</b>	<b>\$47.2M (5.4%)</b>	<b>\$0.9M</b>

Over 83 percent of all financing obtained in FY 2009 was secured from the private sector. This source of financing yielded 378 transactions valued at over \$733 million. MBEs obtained more financial transaction (149) in the Atlanta NEC than any other NEC. The New York NEC recorded just 39 transactions, but the highest value at \$335.8 million. The Dallas NEC secured 102 transactions and \$203.7 million in awards.

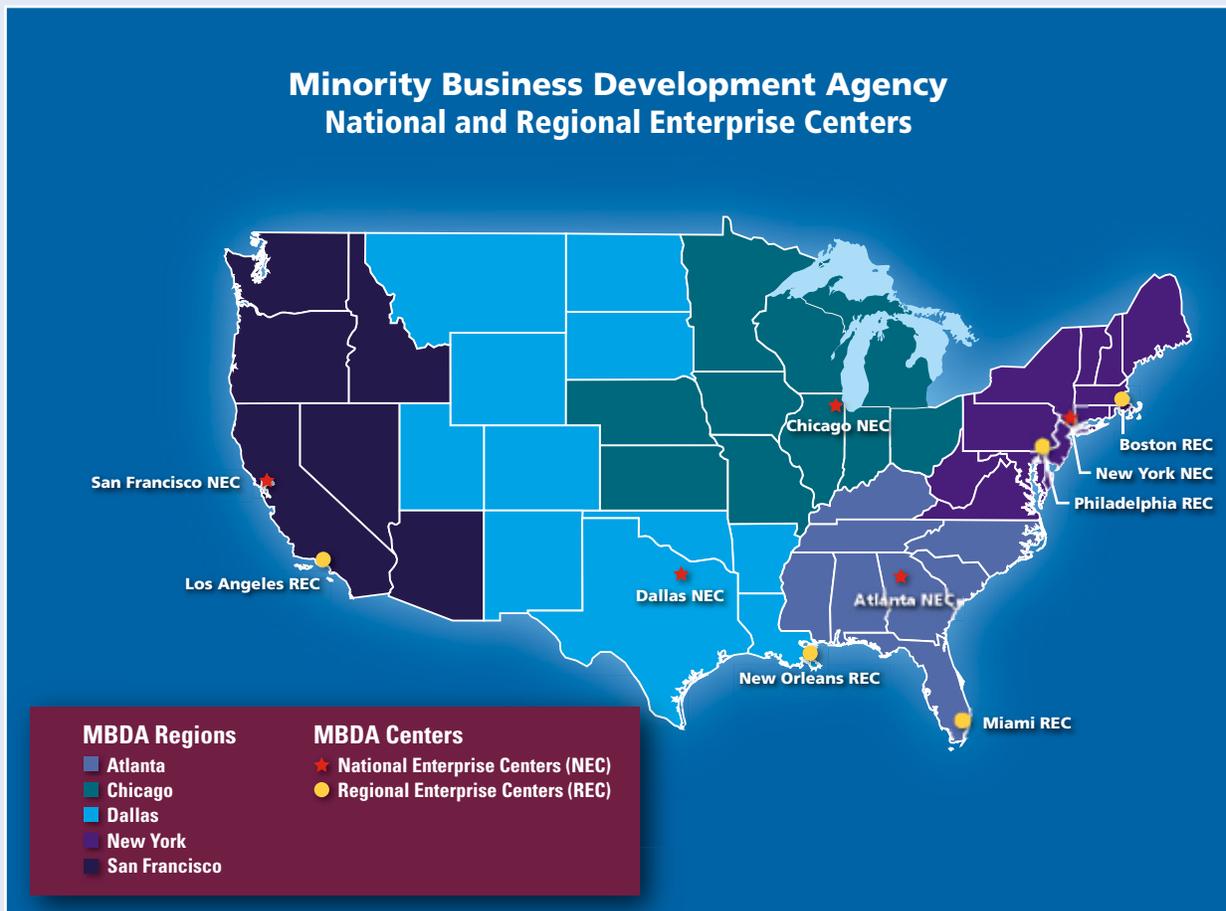
As mentioned in Table 17, Other Entities is defined as self-certifying business enterprises that (1) belong to multiple ethnicities, (2) identify themselves as minority subgroups not listed, or (3) are minority-owned organizations. Under this category, MBDA posted 55 financial awards valued at \$47.2 million. The average dollar value was slightly below one million per transaction. The Dallas NEC secured the most transactions (28) valued at \$17.3 million, while the San Francisco NEC secured 17 transactions valued at \$13.1 million.

## National Enterprise Centers

MBDA operates in five NECs (Regions) and five Regional Enterprise Centers (REC) (District/Area offices). The five NEC regional offices are located in Atlanta, Chicago, Dallas, New York, and San Francisco. The five RECs are located in Los Angeles, New Orleans, Miami, Philadelphia, and Boston. This network represents the front line of MBDA's direct client services and implements strategic initiatives to meet objectives and performance results. These federal employees provide consulting and referral services, identify new resources, establish partnerships, and market new opportunities that can lead to transaction awards for clients.

Throughout the United States, MBDA's NECs and RECs continue to serve as the frontline service providers for client business development services that are innovative and entrepreneurially focused. The focal point of MBDA's enterprise centers continues to be servicing strategic growth firms and identifying new opportunities from public and private sector organizations. NECs and RECs respond to the needs of MBEs using a variety of electronic business tools and services, strategic alliances, and outreach activities.

Map 1: MBDA Nationwide Network in FY 2009



MBDA currently has 5 National Enterprise Centers (Regions) as identified above and 6 Regional Enterprise Centers (District/Area offices). The Agency funds between 41 to 47 projects (MBECs, NABECs, and MBOCs) throughout the country. This network represents the front lines of Agency services and implements strategic initiatives to meet objectives and performance results. The Agency federal staff contributes consulting and referral services; identifies new resources; establishes partnerships; and markets new opportunities that can lead to transaction awards for clients.

## Atlanta National Enterprise Center

The Atlanta NEC represents eight states in the Southeast region of the United States. These states include Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, and Tennessee. The Atlanta NEC oversees assistance and service delivery offered by MBDA funded centers. Located in downtown Atlanta, GA, the NEC's essential functions include business development service delivery and advocacy for the Nation's MBEs. The program activities of the NEC have an impact on the Nation's economy through increasing financial and contract awards to MBEs, increasing job opportunities for all Americans, and increasing gross receipts for MBEs. Additionally, NEC advocacy and information dissemination efforts positively impact the overall role and vitality of the MBE sector of the U.S. economy. The continued operations of the NEC are therefore considered critical and important to the Nation.

The Atlanta NEC team is comprised of the following individuals:

- **Patricia Hanes**, Regional Director
- **Joann Hill**, Chief, Business Development
- **Robert Knowles**, Business Development Specialist
- **Juan Pickett**, Business Development Specialist
- **Sandra Sanders**, Business Development Specialist
- **Leticia Woods**, Administrative Technician
- **Marita Doods**, Secretary

### DELIVERING SERVICES

MBDA provides assistance to MBEs through a network of funded Minority Business Enterprise Centers (MBEC) and Minority Business Opportunity Centers (MBOC). MBDA has a total of eight funded centers that service the Southeast region alone.

### MBDA SERVICES

- Staffing
- Technical Assistance
- Contracting/Financing
- Software Assessment and Business Plan Consulting Services
- Impact Survey
- Leverage and Explore Existing Technology in the Market Place
- Web Training (ITA, SBA, GSA\*)

### EVENTS

#### ***MED Week Inaugural Business Summit***

The Atlanta NEC hosted its MED Week Inaugural Business Summit to help commemorate the MBDA 40th anniversary. The panel of principled leaders included Roland Martin, nationally award-winning and multifaceted journalist (CNN) as moderator; Dr. Danny Boston, CEO, EuQuant and noted economist; Susan Story, President and CEO, Gulf Power – A Southern Company; Jimmy Bridgeman, Acting Regional Administrator – Region IV GSA; Joseph Anderson, CEO, TAG Holdings; and Rafael Maldonado, Global Relationship Manager, United Commercial Bank. Panelists provided a comprehensive exchange of views around the theme, *“Energizing America’s Economy with Minority Business Enterprises.”* The dialogue and exchange imparted the following to MBEs: strategies and integrated solutions in the areas of global competitiveness, product/service innovation, green technologies, and the role of government and the private sector to foster a re-energized U.S. economy.

#### ***MEDWeek International Trade Day***

As a part of MBDA'S ongoing efforts to educate MBEs on the resources available for “Doing Business Internationally” the Atlanta NEC hosted its annual MED Week International Trade Day. An excellent model of collaboration, the Atlanta NEC partnered with the following public/private sector organizations to conduct this overwhelmingly successful event: U.S. Foreign Commercial Service/U.S. Export Assistance Center/Department, Overseas Private Investment Corporation (OPIC), United Parcel Service (UPS), Commerce Science, Inc., and the University of Georgia/International Trade Division. A segment on B2B Linkages (Africa, Asia, and Latin America) was also conducted. The Atlanta NEC has hosted this event for the past eight years and has watched the momentum growing significantly for gaining a better understanding for doing business internationally among MBEs. The following are some of the topics presented: Supply Chain Solutions – Global Outlook: Competing in the Current International Downturn Environment, OPIC Overview: Investing Overseas in Emerging Markets, Alternative Market Entry Strategies – Selling to the Multilateral Development Bank, Selling to the United Nations, How to Use the Present Economic Condition to Your Advantage, Web site Design for the Global Marketplace, and more. Because of the comprehensive training program coordinated by the Atlanta NEC, MBEs are better educated and equipped to launch and expand their operations internationally.

**The establishment of a Memorandum of Understanding between the Atlanta NEC and the Region IV General Services Administration**

The Atlanta NEC has established an MOU with Region IV GSA, the largest federal purchasing arm, to educate MBE'S on how to get on the GSA Federal Supply Schedule and increase access to government contracting opportunities. Through this partnership the Atlanta NEC collaborated with the GSA Regional Office to promote ARRA opportunities by co-hosting outreach throughout the southeastern United States over the past year. The synergies of this partnership provided MBEs leverage to access the necessary M&TA resources offered by MBDA and that are required to successfully bid on GSA opportunities. GSA and MBDA work together to improve networking and outreach efforts for MBDA'S MBE and SGI firms, and small businesses, including 8(a), small disadvantaged businesses, women-owned small businesses, and particularly service-disabled veteran-owned small businesses.

**Business-to-Business Linkage Business Model**

During FY 2009, the Atlanta NEC continued to promote domestic B2B Linkage Forums. The format for these B2B Forums was conducive for identifying MBEs to either team, venture jointly, or establish strategic partnerships/alliances to bid on forecasted opportunities presented by public and private sector institutions. Within the Atlanta NEC, and throughout the funded center network, the best practice learned from the collaboration and coordination of these events was unanimously that MBE firms respond best once an opportunity/procurement has been forecasted. The second criteria based on anecdotal data and input from MBEs served was that they required a minimum number of days/weeks/months (depending on the bid opportunity, case by case) to respond to and prepare a competitive bid. Coordination of teaming arrangements, in many instances, led to successful bids and provided a fair advantage for the MBE firms.

**ATLANTA NEC BEST PRACTICES**

**Expansion of B2B Linkage Model (International)**

The Atlanta NEC, in cooperation with the Kenya Export Promotion Council (EPC), co-hosted the "Creating Business to Business Linkages between U.S. MBEs and African SMEs" forum in Nairobi, Kenya. The attendance included approximately 130 small and medium-sized enterprises (SME) and the dialogue and exchange of views with panelists was insightful, enlightening, and educational. Representatives serving on the forum included the Department;

**MED WEEK AWARD WINNERS**

- **Construction Firm of the Year**  
Classical & Innovative Designs, Miguel Estivill, Presiden
- **Distributor of the Year**  
Trillion Communications , Ralph Brown, CEO
- **Manufacturer of the Year**  
Leasa Industries, Andrew P. Yap, President
- **Service Firm of the Year**  
Aten Solutions, Leah Brown, President & CEO
- **Technology Firm of the Year**  
PENCILWORX Design Group Entrepreneurship, Lavon Lewis, President
- **Advocate of the Year**  
Morehouse College, Tiffany Bussey, Director
- **Distinguished Supplier Diversity of the Year**  
Diversity – AGL Resources Center , Tarece Hassell-Johnson, Manager Supplier Director
- **Access to Capital Award**  
Birmingham business Resource, Robert Dickerson, Jr., Executive
- **Media Award**  
China Daily , Lyndon Q. CAO, President
- **Regional Director's Award**  
Elgia, Inc., Stacy Key, CEO

MBDA; Atlanta NEC; Executive Director, Chairman, and Director of SME Program for the Kenya EPC; Permanent Secretary, Kenya Ministry of Trade Representative; Deputy Assistant U.S. Trade Representative for Africa; and the Director, Marketing and Membership, The Corporate Council on Africa. The forum shared information on the programs, resources, and opportunities available for doing business in the United States and Africa.

**North Carolina MBEC**

The North Carolina Institute of Minority Economic Development (NCIMED) (operator) and the NCMBEC partnered with the NC Office of Economic Recovery, an active participant in the Economic Recovery & Investment Workshops since early 2009. NCMBEC/NCIMED was also a major participant in U.S. Senator Kay Hagan's recovery workshop, "How Small Business, Minority- and Female-Owned Businesses and Non-Profits Can Access Funds Made

Available Through the Stimulus Package.” Economic recovery workshops were held throughout North Carolina. With MBDA’s assistance NCMBEC focused a campaign targeted toward historically underutilized businesses (HUB), including minority, women-owned, and small businesses, which will share information and increase procurement opportunities from ARRA stimulus package projects. The project helped to impart information and offer help with navigation of the various funding opportunities available through the ARRA. The project is focused on industry areas of highways and bridges, transit, energy conservation, weatherization, clean water, drinking water, local school districts, housing and community development, education stabilization, and public housing.

In addition to this, NCMBEC positioned itself for another advantage in capitalizing on ARRA opportunities. Specifications for NC ARRA projects require the project to be advertised in the MBDA Phoenix Opportunities Database in order to solicit MBEs and other disadvantaged groups. NCMBEC must be specifically contacted for that event to occur. If a company is awarded a contract, the company must show documentation that they did indeed advertise in Phoenix. This will help to increase MBEC’s awareness of stimulus opportunities and allow a focused outcome of these projects.

### **Georgia MBEC**

The Georgia MBEC continued to exceed its goals and build a strong program and center by utilizing best practices that included teaming arrangements (MBE to MBE, as well as MBE to large companies); unique financing and procurement approaches; and partnerships, strategic alliances, and collaboration with other MBDA centers and organizations, and programs.

### **Miami MBEC**

#### **Marketing & Strategic Partnership**

The Miami MBEC has shown consistent leadership in reaching its awarded transaction and job creation goals. The client base consists of a mix of industries, including construction, professional services, retail, distribution, and international trade. Market specialization and industry focus for the Miami MBEC continues to be the area of construction

#### **Internal Mentor-Protégé Initiative**

A major reason for the success of the center is the application of a mentor-protégé concept in which larger MBEs are encouraged to utilize small MBE firms for subcontracting opportunities.

These clients are within the center’s portfolio. This process worked especially well in the construction industry.

#### **Construction Bonding**

Bond facilities for clients in the construction sector have for years been regarded as a major setback to minority business growth. While this continues to exist, the Miami MBEC developed certain strategic relationships that have been tremendously helpful to many of its construction clients. Miami MBEC’s major success was its strategic partnership with Latimer Insurance Agency. Latimer has been the bonding source for many of the MBEC’s clients who have otherwise not been able to obtain bonding. The MBEC was able to assist a client to receive a \$24 million bond through Latimer Insurance Agency.

#### **ARRA – Focus on Stimulus Opportunities**

The Miami MBEC kept track of ARRA opportunities and notified clients about these opportunities. Strategic relationships with the local U.S. Department of Transportation (DOT) representative proved to be successful.

### **Alabama MBEC**

In the area of procurement and facilitated matches, Hixardt Technologies, Inc. was awarded prime contractor status on an indefinite delivery/indefinite quantity (IDIQ) contract with an estimated 10-year value of \$80 billion. The center was able to facilitate over 15 strategic alliances for Hixardt as a result of hosting a double region-wide conference (May 2009) involving the Atlanta and Dallas regions. All funded centers within those two regions were requested to invite their most qualified MBEs that had capabilities outside of the core capabilities of Hixardt and that matched the requirements of the IDIQ requested services.

The companies served as strategic partners and were provided with direct access to bidding opportunities on the task orders. As a result, Hixardt expanded its ability from being able to provide services in its core competencies of information technology (IT) planning, design, implementation, and operations services to all of the 22 functional service areas. This was an opportunity for the center to implement its own advice about collaboration.

**South Carolina MBEC**

**2009 South Carolina Energy Summit**

The purpose of the summit was to create awareness in the broader MBE community on the function and usefulness of alternative energy.

The event was developed to stimulate dialogue and collaboration around the basics of alternative energy, and how to effectively enter the market. Presenters for the event included city, county, state, and federal officials; energy and business professionals; consultants; and community leaders. This event also began SCMBEC’s strategic marketing strategy into the energy field. Additionally, the center worked with select businesses and organizations to help promote diversity within the alternative energy market. The SCMBEC staff found that using mentor-protégé relationships works as an excellent entry tool into this market.

**Strategic Plan For 8(a) Clients to Enter the Federal Market**

SCMBEC restructured the way they helped their 8(a) clients. SCMBEC staff focused on specific federal agencies for each of their clients. Staff members renewed the need for mentor-protégé relationships, while at the same time, worked with the client to strengthen their bonding and key personnel capacity. A new relationship with teaming expert, Ralph Thomas, also helped the Center augment their packaging.

Furthermore, as a part of the strategy, the Center developed simple “profile sheets” for each client that were used to market them to federal agencies. The sheets proved successful when they helped secure meetings with procurement and small business specialists from numerous federal agencies. Ultimately, the profile sheets, and the Center’s enhanced marketing strategies, helped secure contracts with several agencies.

**CONTRACTS AND FINANCIAL AWARDS, JOBS CREATED, AND ROI**

The tables below contain regional information on the dollar value of contracts awarded, the dollar value of financial transactions awarded, and the total dollar value of transactions awarded. Performance numbers also include the number of new jobs created and the number of new clients served. Transactional information by region is also provided showing funded projects by category, total MBDA investment, total transactions awarded, and ROI. Each region is further broken down by MBEC/NABEC, MBOC, and NEC staff. Additional regional information is provided by client size, source of funding, minority group category, and state. The following tables are specific to the Atlanta NEC region.

In FY 2009, MBDA funded eight projects in the Atlanta NEC region; six were MBECs and two were MBOCs. MBDA injected close to \$3 million into the Atlanta NEC region generating over \$333 million in closed transactions with an ROI of \$115.

**Table 25: Summary of Atlanta NEC Funded Projects and NEC Staff Expenditures FY 2009 with Return on Investment (ROI)**

NEC Programs	Total Projects Funded FY 2009	Total NEC Project and Staff Expenditures FY 2009	Dollars in Transactions (rounded off) Obtained by Projects / MBDA Staff	Return on Investment by Program and Staff
MBEC	6	\$1.6M	\$270.5M	\$169
NABEC	0	\$0.0M	\$0.0M	\$0
MBOC	2	\$0.3M	\$63.1M	\$210
Sub-Totals	8	\$1.9M	\$333.6M	\$173
NEC Staff	—	\$1.0M	\$0.0M	\$0
<b>Total</b>	<b>8</b>	<b>\$2.9M</b>	<b>\$333.6M</b>	<b>\$115</b>

**Table 26: Atlanta NEC Performance Summary FY 2009**

Performance Goals	FY 2009 MBEC and NABEC			FY 2009 MBOC			Atlanta Staff 2009		Total Performance	% of Total
	Goal	Actual	%	Goal	Actual	%	Goal	Actual		
Dollar Value of Contracts Awarded	\$75.7M	\$149.5M	(198%)	\$102.4M	\$60.1M	(59%)	\$0.0M	\$0.0M	\$209.6M	118%
Dollar Value of Financial Transactions	\$45.3M	\$121.0M	(267%)	\$26.7M	\$3.0M	(11%)	\$0.0M	\$0.0M	\$124.0M	172%
Total Dollar Value of Awarded Transactions	\$120.8M	\$270.5M	(224%)	\$129.1M	\$63.1M	(49%)	\$0.0M	\$0.0M	\$333.6M	134%
Number of Contracts Awarded	N/A	125		N/A	14		N/A	N/A	139	
Number of Financial Transactions	N/A	161		N/A	1		N/A	N/A	162	
Total Number of Awarded Transactions	N/A	286		N/A	15		N/A	N/A	301	
Number of Jobs Created	425	827	(195%)	80	89	(111%)	N/A	N/A	916	181%
Number of New Clients	567	605	(107%)	290	1,042	(359%)	N/A	N/A	1,647	192%

The Atlanta NEC funded projects secured 301 transactions totaling over \$333.6 million. More financial transactions (161) valued at \$124 million were secured than were contracts (125); however the contracts had a greater dollar value (\$209.6 million). These transactions were secured by the NEC's key programs—MBEC, which secured 286 transactions, and by MBOC, which secured 15 transactions. MBEC projects in this region created 827 jobs, while MBOC projects created 89. During the same time period, the funded projects serviced over 1,647 new clients.

**Table 27: Atlanta NEC MBEC and NABEC Program Summary for FY 2009**

MBEC/NABEC Program Activities	FY 2009 Goals	Accomplishments	Percentage of Accomplishments
ROI: \$169			
Dollar Value of Contracts Awarded	\$75.5M	\$149.6M (198%)	198%
Dollar Value of Financial Transactions	\$45.3M	\$120.9M (267%)	113%
Total Dollar Value of Transactions	\$120.8M	\$270.5M (224%)	254%
Number of Contracts Awarded	N/A	125	—
Number of Financial Transactions	N/A	161	—
Total Number of Transactions	N/A	286	—
Number of Jobs Created	425	827	195%
Number of New Clients	567	605	107%

MBDA did not fund a NABEC project in FY 2009 in the Atlanta NEC. All activities in the MBEC and NABEC program were reported only by MBEC projects. These projects secured over \$270.5 million in transactions. The majority of the transactions (56 percent or 286) were awarded contracts valued at over \$149.6 million. Overall, the quantitative performance requirements of the program were exceeded.

**Table 28: Atlanta NEC MBOC Program Summary for FY 2009**

MBOC Program Activities	FY 2009 Goals	Accomplishments	Percentage of Accomplishments
ROI: \$191			
Dollar Value of Contracts Awarded	\$102.4M	\$60.1M	59%
Dollar Value of Financial Transactions	\$26.7M	\$3.0M	11%
Total Dollar Value of Transactions	\$129.1M	\$63.1M	49%
Number of Contracts Awarded	N/A	14	—
Number of Financial Transactions	N/A	1	—
Total Number of Transactions	N/A	15	—
Number of Jobs Created	80	89	111%
Number of New Clients	290	1,042	359%

MBDA funded two MBDCs in the Atlanta NEC during FY 2009, and the MBOC program secured 15 transactions valued at \$63.1 million. This represents 49 percent of the Atlanta NEC's goal for FY 2009. Again, more contracts (14) were secured totaling \$60.1 million. There were far more clients assisted by this program than there were by the MBEC/NABEC. The type of assistance rendered to these clients was not available for review, but serving so many clients may have had an impact on the delivery of secured transactions.

**Table 29: Atlanta NEC Clients by Receipts as Reported by MBEC/NABEC Funded Projects FY 2009**

Atlanta Clients	Number of Contracts Secured	Value of Contracts	Number of Financials	Value of Financials	Total Number of Transactions	Total Dollar Value of Transactions
\$500K and Over	112	\$205.0M	147	\$120.2M	259	\$325.2M
\$500K and Under	27	\$4.6M	15	\$3.8M	42	\$8.4M
Receipts Not Reported	0	\$0.0M	0	\$0.0M	0	\$0.0M
<b>Total</b>	<b>139</b>	<b>\$209.6M</b>	<b>162</b>	<b>\$124.0M</b>	<b>301</b>	<b>\$333.6M</b>

MBEC and NABEC programs assisted more SGI clients (259) than non-SGI clients (42) in this NEC. The dollar value of these transactions totaled \$333.6 million. The dollar value of contracts (\$209.6 million) was greater than the dollar value of financial transactions (\$124.0 million).

**Table 30: Atlanta NEC Number of Contracts Obtained by Source as Reported by MBEC/NABEC Funded Projects FY 2009**

Source	Number of Contracts	Dollar Value of Contracts	Average Dollar Value of Contracts
Private Sector	55 (5.5%)	\$76.2M (4.4%)	\$1.4M
Federal Government	39 (3.9%)	\$79.2M (4.6%)	\$2.0M
State Government	6 (0.6%)	\$2.2M (0.1%)	\$0.4M
Local Government	27 (2.7%)	\$49.4M (2.9%)	\$0.8M
Other Entities	12 (1.2%)	\$2.5M (0.1%)	\$0.2M
<b>Total</b>	<b>139</b>	<b>\$209.5M</b>	<b>\$1.5M</b>

Of the total number of contracts secured (139), 55 were awarded by the private sector. They were valued at \$76.2 million. The federal government awarded the second largest number of contracts (39), valued at \$79.2 million. Federal government contracts were slightly greater in value than were those awarded by the private sector. The average dollar value of the 139 contracts awarded in the Atlanta NEC ranged between \$0.2 and \$2.0 million.

**Table 31: Atlanta NEC Financing Obtained by Source FY 2009**

Source	Number of Awards	Dollar Value of Awards	Average Dollar Value of Awards
Private Sector	149 (30.5%)	\$60.8M (6.9%)	\$0.4M
Federal Government	2 (0.4%)	\$32.8M (3.7%)	\$16.4M
State Government	1 (0.2%)	\$1.0M (0.1%)	\$1.0M
Local Government	3 (0.6%)	\$17.6M (2.0%)	\$5.9M
Other Entities	7 (1.4%)	\$11.8M (1.4%)	\$1.7M
<b>Total</b>	<b>162</b>	<b>\$124.0M</b>	<b>\$0.8M</b>

Of the 162 financial transactions secured in the Atlanta NEC by MBEC and NABEC funded projects, 149 were secured from the private sector. Total awards were valued at \$124 million and averaged \$800,000 per transaction.

**Table 32: Atlanta NEC Client Assistance by Minority Group in FY 2009  
MBEC and NABEC Programs**

Client Category	No. of Clients	Hours of M&TA	No. of Contracts Secured	Dollar Value of Contracts	No. of Financial Transactions	Dollar Value of Financials	Total Value of Transactions
African American	865	15,842 (19%)	112	\$147.7M (9%)	78	\$117.0 (13%)	\$264.7M
Asian American	4	9 (0%)	0	\$0.0M (0%)	0	\$0.0M (0%)	\$0.0M
Asian Indian Amer.	70	294 (0%)	3	\$0.6M (0%)	1	\$0.1M (0%)	\$0.7M
Asian Pacific Amer.	62	571 (1%)	6	\$2.5M (0%)	0	\$0.0M (0%)	\$42.5M
Hispanic Amer.	483	2,879 (3%)	14	\$54.3M (3%)	76	\$6.5M (1%)	\$54.8M
Puerto Rican	2	70 (0%)	0	\$0.0M (0%)	0	\$0.0M (0%)	\$0.0M
Aleuts	0	0 (0%)	0	\$0.0M (0%)	0	\$0.0M (0%)	\$0.0M
Eskimo	1	74 (0%)	0	\$0.0M (0%)	0	\$0.0M (0%)	\$0.0M
Native American	59	1,372 (2%)	4	\$4.4M (0%)	5	\$0.4M (0%)	\$4.8M
Other Minority	3	15 (0%)	0	\$0.0M (0%)	0	\$0.0M (0%)	\$0.0M
Hasidic Jew	3	22 (0%)	0	\$0.0M (0%)	1	\$0.0M (0%)	\$0.0M
<b>Total Identified in Performance System</b>	<b>1,552</b>	<b>21,148</b>	<b>139</b>	<b>\$209.5M</b>	<b>161</b>	<b>\$124.0M</b>	<b>\$333.5M</b>

Out of 1,647 clients served in the Atlanta NEC region in FY 2009, 1,552 were reported as being serviced by the MBEC and NABEC program. The clients were categorized into 11 ethnic backgrounds. A total of 865 African American MBEs were assisted in this region, followed by Hispanic American clients at 483, and then by the growing Asian Indian American MBEs at 70. MBEs as a whole received over 21,000 hours of M&TA. Again, the African American MBEs received the largest number of hours of assistance (15,842), followed by the Hispanic American clients with 2,879 hours. African American clients in this NEC received 19 percent of all the hours of assistance nationwide.

**Table 33: Atlanta NEC Assistance Rendered by State as Reported by Funded Programs for FY 2009**

NEC	Number of Clients	Hours of M&TA	Financing		Contracts		Total Dollars	Jobs Created
			#	\$	#	\$		
Alabama	124	6,430	7	\$12.1M	19	\$14.3M	\$26.3M	67
Florida	1,031	6,157	130	\$33.1M	26	\$130.6M	\$163.6M	396
Georgia	116	1,848	9	\$17.7M	14	\$19.5M	\$37.1M	189
Kentucky	2	8	0	\$0.0M	0	\$0.0M	\$0.0M	0
Mississippi	50	2,957	3	\$3.7M	20	\$27.7M	\$31.4M	45
North Carolina	133	2,088	7	\$38.6M	20	\$4.4M	\$43.0M	53
South Carolina	75	1,580	7	\$18.9M	40	\$13.2M	\$32.1M	166
Tennessee	24	86	1	\$0.1M	0	\$0.0M	\$0.1M	0
<b>Total</b>	<b>1,555</b>	<b>21,154</b>	<b>164</b>	<b>\$124.2M</b>	<b>139</b>	<b>\$209.7M</b>	<b>\$333.6M</b>	<b>916</b>

The Atlanta NEC services an eight state area. Funded projects in Florida serviced 1,031 of the total clients reported for the entire region (1,555). M&TA provided to MBEs totaled 21,154 hours. Of this total, Alabama received 6,430 hours, while Florida received 6,157. More M&TA hours (6,157) were rendered to only 124 MBEs in Alabama than were rendered to MBEs (1,031) in Florida. Again, Florida MBEs (130) were assisted in securing \$33.1 million in financing and 26 clients secured \$130.6 million in contracts. These transactions also helped to create 396 jobs. While the dollar value of financial transactions was low across the region, it was North Carolina that assisted only seven clients in securing \$38.6 million. The average dollar value of these transactions was greater than those that were secured in Florida.

## Chicago National Enterprise Center

Collectively the Chicago NEC Staff has over four decades of work experience in the minority business arena:

- **Eric Dobyne**, Regional Director
- **Leticia Banuelos**, Chief, Business Development
- **Joe Gomez**, Access to Capital Consultant
- **Erika Jordan**, Organizational Development Specialist
- **George Mui**, Global Strategy Consultant
- **Velicia Woods**, Marketing & Communications

### ACCESS TO CONTRACT TRANSACTIONS

Each year the Chicago NEC measures its impact by the quality and quantity of opportunities extended to minority-owned enterprises. During FY 2009, the Chicago NEC team assisted with securing \$325 million in contracts and financial transactions.

### ADVOCACY

The Chicago Regional Office has improved and increased its relationships with elected officials throughout the region to create, promote, and/or attend workshops and seminars to raise awareness of the ARRA and MBDA programs. During the course of the year, the office has participated in more than five workshops related to ARRA in Illinois, Michigan, and Ohio.

Additionally, the office is an active participant on the Advocacy Sub-Committee, an informal council facilitated by the Chicago Minority Supplier Development Council (CMSDC) founded to support and facilitate MBEs access to information and to the marketplace. The Chicago NEC serves as a federal government resource to ensure MBEs have access to federal procurement opportunities.

### KEY AGENCY INITIATIVES

#### **Key Agency Initiatives Include:**

- AARA Educational Initiative
- B2B Sessions
- Capital Access Workshops
- Chicago MED Week
- International Trade Initiative
- Regional Award Winners/National
- Multicultural Networking Initiative

### CHICAGO MED WEEK

**Chicago MED Week. (August 13, 2009 – August 14, 2009)**  
**Attendees: 1,000**

The 2009 Chicago MED Council facilitated outcome-oriented seminars and B2B Matchmakers that included insightful presentations by senior level executives from the Nation's leading corporations and state, local, and federal government agencies. The Chicago MED Council includes government and corporate representatives; minority business owners; and Chicago MBOC, MBEC, and CNEC staff.

### CHICAGO MED WEEK B2B SESSIONS

**Government Contracting (August 13, 2009)**  
**Attendees: 150**

This forum focused on utilizing public-sector contracts to grow and develop a minority business organization. Government contractors and contracting officers shared the fundamental steps of marketing to the government and positioning minority businesses to win contracts. Federal, state, and local contracting officers and purchasing officials were on hand to provide business owners with current contract opportunities. Forecasts of upcoming procurement/contracting opportunities for various agencies were also provided.

**The Buyers' Forum (August 14, 2009)**  
**Attendees: 300**

The procurement roundtable provided a forum that matched corporate buyers and supplier diversity managers with pre-qualified minority businesses. The top minority vendors from around the Midwest attended this event. These vendors were selected to specifically match predetermined buyer needs, thereby maximizing successful outcomes. The forum focused on consumer products; manufacturing; maintenance, repair and overhaul (MRO); and construction opportunities. The roundtable format offered an excellent opportunity for the exchange of information about buyers' contract requirements, business owner's capacity to meet those requirements, and opportunities for MBEs.

**Professional Services: Business To Business Exchange (August 14, 2009)**  
**Attendees: 300**

Human resources, IT and marketing decisionmakers from large corporations met with minority professional services firms from their respective area of expertise. Corporate purchasing decisions for

**CHICAGO MED WEEK REGIONAL AWARD WINNERS**

**Gala Attendees:** 700

**Gala Emcee:** Nancy Loo of FOX News Chicago

- **Regional Construction Firm of the Year:**  
Jenkins Construction, James B. Jenkins, President
- **Regional Manufacturing Firm of the Year:**  
Funk Linko, Inc., Vicky Linko, President and CEO
- **Regional Service Firm of the Year:**  
Harris & Ford, LLC Timothy Harris, President
- **Regional Media Firm of the Year:**  
SuncasTV, Sunny Leon, President  
*\*(SuncasTV also National MED Week Award Winner)*
- **Regional Technology Firm of the Year:**  
smarTECHS.net, George Burciaga, Founder and CEO
- **Regional Supplier Distributor of the Year:**  
Cristina Foods, Inc., Cesar Dovalina, Jr., President
- **Regional Supplier Diversity Professional of the Year:**  
Yvonne Coffey, Associated Director of Supplier Diversity, Kraft Foods  
*\*(Kraft was also a National MED Week Award Winner)*
- **Regional Minority Business Advocate of the Year:**  
James Cabrera, President & CEO United Building Maintenance, Inc. (UBM)

professional services are typically made in various departments throughout these large organizations. This was a first of its kind event that focused on connecting minority business owners with corporate end-users.

**Key Speakers:** David Hinson, MBDA; Eric Dobyne, MBDA, Emmett Vaughn, Exelon

**ACCESS TO CAPITAL**

**Illinois Model Contractor Development Program (MCDP) (January 27 – March 3, 2009) Attendees: 55**

The Illinois MCDP seeks to educate small, minority, and women contractors on how to overcome industry challenges along with how to obtain surety bonds. The six-week program series targeted SGI firms but was open to all contractors seeking to increase their business capacity, make their operations more efficient, and/or build industry contacts. The program featured various speakers each

week, including banks, surety bond companies, and majority contracting companies headquartered in Chicago.

**National Capital Access Forum (May 11-12, 2009) Attendees: 150**

In collaboration with MBE firm Capital Access Forum, MBDA hosted the “National Capital Access Forum: To address acute financial issues facing minority businesses.” The event featured experts from the financial industry, government, and Congressional leadership to recommend survival and growth strategies in the current environment.

**Capital Connections: Alternative Financing Strategies (August 14, 2009) Attendees: 200**

The forum focused on linking “capital ready” minority-owned firms with financial resources specifically aligned with their business growth objectives. MBE firms were invited to attend a pre-workshop that better positioned their company to access funding opportunities from traditional and non-traditional sources. Financial experts were on hand to discuss funding options and tax incentives that MBEs can use to strengthen their bottom line.

**Key Speakers:** Entrepreneurs University; Chicago MBEC; Chicago Community Ventures; SBA

**Minority Investment Management Forum: MIMF Chicago (September 17, 2009) Attendees: 100**

The 6th Annual **Minority Investment Management Forum** was held at the Federal Reserve Bank of Chicago to introduce minority asset managers to pension fund executives. That year’s event was expanded to engage all facets of the financial services industry, including minority brokers, auditors, accountants, legal and finance companies that are committed to increasing investment opportunities for MBEs.

**Key Note Speaker:** Senator James Clayborne

**MIMF Organizers & Affiliates:** MBDA, Chicago MBEC, Chicago MBOC, Chicago United, Federal Reserve Bank of Chicago, and Northern Trust

**Minority Investment Management Forum: MIMF Indiana (September 29, 2009) Attendees: 20**

The 1st Annual **Minority Investment Management Forum** was held at the State Building in Indianapolis to introduce minority asset managers to pension fund executives that are committed to increasing investment opportunities for MBEs.

**MIMF Organizers:** MBDA and Indiana MBOC

## INTERNATIONAL TRADE

### ***Cnec China Roundtable (March 17, 2009)***

**Attendees: 40**

In partnership with MeetChinabiz.org, CNEC hosted a forum for MBEs to learn about various aspects of doing business in China. The roundtable officially launched CNEC's "Access to the Global Economy" program. This time-phased program included extensive outreach to the MBE community, educational workshops focused on business preparation, partnerships, and the implementation of a global focus into a company strategy.

### ***Organization of Chinese Americans (OCA)-Chicago 2009 Asian Pacific American Heritage Month (May 1, 2009)***

**Attendees: 75**

As one of the outreach initiatives of CNEC's "Access to the Global Economy" program, CNEC collaborated with OCA-Chicago for the 2009 Bookmark Ceremony on the first day of Asian Pacific American Heritage Month. CNEC met with leading Asian American Executives at the OCA event to promote and detail the globalization program.

### ***Globalization: Access to the Global Economy with China (August 14, 2009) Attendees: 200***

This forum focused on gaining access to business opportunities with Chinese companies in both China and the United States. A high level of international business etiquette and the basic fundamentals of securing business overseas were introduced. International business experts were also invited to offer their insights on doing business overseas.

**Key Speakers:** George Mui, MBDA; Karen Eng, CSMI; Shaun Hu, Meet China Biz, Allen Gray, Navistar

### ***The Globalization Partnership Forum (October 6, 2009)***

**Attendees: 100**

CNEC facilitated a quarterly forum to discuss various issues on doing business in China and doing business with Chinese companies in the United States. The first topic was international mergers and acquisitions with a focus on Chinese investment in the United States.

**Key Speakers:** Stella Su, Chair – Blackman Kallick's China Practice and Director of Corporate Finance Consulting Group and Phillip Barreda, Executive Vice President of Chicago Minority Business Development Council.

### ***The Globalization Partnership Forum (August 14, 2009)***

**Attendees: 75**

Minority business owners who reside in the United States had the opportunity to meet with CEOs from China in a matchmaking forum. CEOs from China were on hand to provide business owners with current contract and partnership opportunities.

**Key Speakers:** George Mui, MBDA; Shawn He, Meet China Biz, David Hinson, MBDA; Eric Dobyne, MBDA, Kitty Pon, Pactrans Air & Sea

## OTHER

### ***Multicultural Networking Initiative***

**Dates:** quarterly events highlight minority business

**Event location:** at various minority businesses around Chicago

**Invitees:** 150-200 members \*(50 latin business owners, 50 asian business owners, 50 african american business owners and mbe affiliates)

### ***Technology Forum (October 6, 2009)***

**Attendees: 40**

A quarterly forum focused on exploring the latest technology as presented by minority business owners in the technology industry. The forum included an informational seminar and networking opportunity to encourage MBE-to-MBE partnerships.

## CHICAGO NEC AND FUNDED CENTERS BEST PRACTICES HIGHLIGHTS – FY 2009

The following are some key highlights of the Chicago NEC best practices and events that were held during FY 2009.

**The Minority Investment Management Forum –** The Minority Investment Management Forum brought together key representatives from the minority investment management arena and the pension fund sector to facilitate investment opportunities for minority-owned investment managers. Participants in this forum included pension fund decisionmakers and minority investment firms. A panel discussion was held to allow each pension fund representative the opportunity to give a brief description of his or her fund and emerging manager initiatives. After the panel, each panelist hosted a series of one-on-one meetings with minority asset managers.

**Capital Connections: Alternative-Financing Strategies** – This event offered attendees a tremendous opportunity to explore non-traditional sources of capital to contribute to their continued growth. With the emergence of numerous sources of alternative financing, the opportunity to augment and/or substitute traditional financing sources has become a viable option for minority entrepreneurs. Representatives discussed new market tax credits, private equity, private loan funds, and other alternative financing methods.

**Government Contracting: Real Decisionmakers, Real Opportunities** – This forum focused on utilizing federal contracts to grow and develop a minority business organization. Government contractors and contracting officers shared the fundamental steps of marketing to the government and positioning minority businesses to win contracts. Federal, state, and local contracting officers and purchasing personnel were on hand to provide business owners with current contract opportunities. Forecasts of upcoming procurement/contracting opportunities for various agencies were also provided.

**The Buyer's Forum** – This procurement roundtable provided a forum that matched corporate buyers and supplier diversity managers with pre-qualified minority businesses. The top minority vendors from around the Midwest attended this event. These vendors were selected to specifically match predetermined buyer needs, thereby maximizing successful outcomes. The forum focused on manufacturing, MRO, and construction opportunities. The roundtable format offered an excellent opportunity for the exchange of information about buyers' contract requirements, business owners' capacity to meet those requirements, and opportunities for MBE partnerships.

**Professional Services: B2B Exchange** – Human resources, IT, marketing, and accounting decisionmakers from large corporations met with minority professional services firms from their respective area of expertise. Corporate purchasing decisions for professional services are typically made in various departments throughout these large organizations. This was a first of its kind event that focused on connecting minority business owners with corporate end-users.

**Model-Contractor Program** – The purpose of this program is to educate small, minority, and women contractors about how to overcome industry challenges along with assisting participants in how to obtain surety bonds. The program offers unique, educational workshops along with possible procurement opportunities and professional introductions. The Model-Contractor program runs for six-week intervals throughout the year.

**The following are some key highlights of the Chicago Funded Centers' best practices and events that were held during FY 2009.**

Chicago MBOC-MBE Road trips – MBOC compiled a list of its top 20 clients along with brief descriptions of the product/service offering and sent the lists to the small business officers of places such as Scott Air Force Base, Rock Island Arsenal, and Great Lakes Naval Base.

St Louis MBEC~ St. Louis MBEC has sponsored a monthly "Lunch 2 Know" series for MBEs covering topics that included Marketing on a Budget, Writing a Business Plan, Doing Business with the Federal Government 101, Essence of Networking, and True Cost Accounting and How It Impacts Your Profits.

Wisconsin MBOC~ Wisconsin MBOC held a series of Supplier Diversity Symposiums which brought together purchasing representatives with MBE firms at their respective locations. Participating corporations included: ADM, AT&T, Caterpillar, WE Energies, Harley Davidson, John Deere, and others.

## **CONTRACTS AND FINANCIAL AWARDS, JOBS CREATED, AND ROI**

The tables below contain regional information on the dollar value of contracts awarded, the dollar value of financial transactions awarded, and the total dollar value of transactions awarded. Performance numbers also include the number of new jobs created and the number of new clients served. Transactional information by region is also provided showing funded projects by category, total MBDA investment, total transactions awarded, and ROI. Each region is further broken down by MBEC/NABEC, MBOC, and NEC Staff. Additional regional information is provided by client size, by source of funding, by minority group category, and by state. The following tables are specific to the Chicago NEC region.

**Table 34: Summary of Chicago NEC Funded Projects and NEC Staff Expenditures FY 2009 with Return on Investment (ROI)**

NEC Programs	Total Projects Funded FY 2009	Total NEC Project and Staff Expenditures FY 2009	Dollars in Transactions (rounded off) Obtained by Projects / MBDA Staff	Return on Investment by Program and Staff
MBEC	4	\$1.7M	\$72.5M	\$43
NABEC	0	\$0.0M	\$0.0M	\$0
MBOC	3	\$0.6M	\$338.3M	\$604
Sub-Totals	7	\$2.3M	\$410.8M	\$183
NEC Staff	—	\$1.1M	\$325.0M	\$284
<b>Total</b>	<b>7</b>	<b>\$3.4M</b>	<b>\$735.8M</b>	<b>\$217</b>

In FY 2009, MBDA funded seven projects in the Chicago NEC region; four were MBECs and three were MBOCs. MBDA injected \$3.4 million into the Chicago NEC region generating over \$735 million in closed transactions with an ROI of \$217.

**Table 35: Chicago NEC Performance Summary FY 2009**

Performance Goals	FY 2009 MBEC and NABEC			FY 2009 MBOC			Chicago Staff 2009		Total Performance	% of Total
	Goal	Actual	%	Goal	Actual	%	Goal	Actual		
Dollar Value of Contracts Awarded	\$51.6M	\$50.3M	(98%)	\$219.9M	\$328.3M	(149%)	N/A	\$300.0M	\$678.6M	250%
Dollar Value of Financial Transactions	\$32.6M	\$22.2M	(68%)	\$51.6M	\$10.0M	(19%)	N/A	\$25.0M	\$57.2M	70%
Total Dollar Value of Awarded Transactions	\$84.2M	\$72.5M	(86%)	\$271.5M	\$338.3M	(125%)	N/A	\$325.0M	\$735.8M	207%
Number of Contracts Awarded	N/A	64		N/A	18		N/A	1	83	
Number of Financial Transactions	N/A	17		N/A	7		N/A	1	25	
Total Number of Awarded Transactions	N/A	81		N/A	25		N/A	2	108	
Number of Jobs Created	212	173	(82%)	119	57	(48%)	N/A	N/A	230	69%
Number of New Clients	443	480	(108%)	349	298	(85%)	N/A	2	780	98%

The Chicago NEC achieved 207percent of its goal in total dollar value of awarded transactions or \$735.8 million. This includes transactions secured by the Chicago NEC staff, totaling \$325 million or 44 percent of the total. Financial transactions reached 70 percent of the targeted goal of \$84.2 million. The Chicago NEC achieved 69 percent of the jobs created goal. In addition, the Chicago NEC reached 98 percent of annual goal for the number of new clients served.

**Table 36: Chicago NEC MBEC and NABEC Program Summary for FY 2009**

MBEC/NABEC Program Activities	FY 2009 Goals	Accomplishments	Percentage of Accomplishments
ROI: \$64			
Dollar Value of Contracts Awarded	\$51.6M	\$50.3M	97%
Dollar Value of Financial Transactions	\$32.6M	\$22.2M	68%
Total Dollar Value of Transactions	\$84.2M	\$72.5M	86%
Number of Contracts Awarded	N/A	64	—
Number of Financial Transactions	N/A	17	—
Total Number of Transactions	N/A	81	—
Number of Jobs Created	212	173	82%
Number of New Clients	443	480	108%

Table 36 focuses on the MBEC and NABEC program within the Chicago NEC. The Chicago NEC achieved 97 percent of its targeted goal in contracts awarded and 68 percent of its goal in the dollar value of financial transactions secured. The total dollar value of transactions of \$72.5 million met 86 percent of the targeted goal of \$84.2 million. The number of jobs created also fell short of its goal, but more new clients were assisted in FY 2009 than originally targeted.

**Table 37: Chicago NEC MBOC Program Summary for FY 2009**

MBOC Program Activities	FY 2009 Goals	Accomplishments	Percentage of Accomplishments
ROI: \$604			
Dollar Value of Contracts Awarded	\$220.0M	\$328.3M	149%
Dollar Value of Financial Transactions	\$51.6M	\$10.1M	20%
Total Dollar Value of Transactions	\$271.6M	\$338.4M	125%
Number of Contracts Awarded	N/A	18	—
Number of Financial Transactions	N/A	7	—
Total Number of Transactions	N/A	25	—
Number of Jobs Created	119	57	48%
Number of New Clients	349	298	85%

The Chicago NEC achieved 149 percent of its targeted goal within the MBOC program in FY 2009. The total dollar value of transactions of \$338.4 million was 125 percent of the original goal, primarily due to success in contracts awarded. Financial transactions came in at 20 percent of goal, primarily due to the recession and the tight financial market. The number of jobs created through MBDA's assistance was 57 jobs out of 119 proposed, achieving 48 percent of the annual goal. New clients were projected at 349, but only 298 were assisted or 85 percent of the goal. In summary, the ROI on three MBOC projects was \$604, primarily due to the success of contracts awarded.

**Table 38: Chicago NEC Clients by Receipts as Reported by MBEC/NABEC/MBOC Funded Projects FY 2009**

Atlanta Clients	Number of Contracts Secured	Value of Contracts	Number of Financials	Value of Financials	Total Number of Transactions	Total Dollar Value of Transactions
\$500K and Over	72	\$357.5M	19	\$30.9M	91	\$388.4M
\$500K and Under	10	\$21.1M	5	\$1.3M	15	\$22.4M
Receipts Not Reported	0	\$0.0M	0	\$0.0M	0	\$0.0M
<b>Total</b>	<b>82</b>	<b>\$378.7M</b>	<b>24</b>	<b>\$32.2M</b>	<b>106</b>	<b>\$410.8M</b>

Of the total number of 106 transactions secured in FY 2009 valued at \$410.8 million, 91 were secured for MBEs whose gross receipts were above \$500 thousand. These clients were able to secure \$388.4 million in total transactions. Clients with gross receipts under \$500 thousand totaled 15 and the dollar value of total transactions was \$22.4 million.

**Table 39: Chicago NEC Number of Contracts Obtained by Source as Reported by MBEC/NABEC Funded Projects FY 2009**

Source	Number of Contracts	Dollar Value of Contracts	Average Dollar Value of Contracts
Private Sector	69 (6.9%)	\$346.6M (20.1%)	\$5.0M
Federal Government	4 (0.4%)	\$22.7M (1.3%)	\$5.7M
State Government	2 (0.2%)	\$3.8M (0.2%)	\$1.9M
Local Government	4 (0.4%)	\$3.3M (0.2%)	\$0.8M
Other Entities	3 (0.3%)	\$2.3M (0.1%)	\$0.8M
<b>Total</b>	<b>82</b>	<b>\$378.7M</b>	<b>\$4.6M</b>

Contracts obtained by source within the Chicago NEC totaled 82 transactions valued at \$378.7 million. Of the transactions noted in the table, 69 were obtained from the private sector at a value of \$346.6 million. Contracts obtained from the other four sources were minimal in number and in value.

**Table 40: Chicago NEC Financing Obtained by Source FY 2009**

Source	Number of Awards	Dollar Value of Awards	Average Dollar Value of Awards
Private Sector	21 (4.3%)	\$28.9M (3.3%)	\$1.4M
Federal Government	1 (0.2%)	\$0.3M (0.0%)	\$0.3M
State Government	0 (0.0%)	\$0.0M (0.0%)	\$0.0M
Local Government	0 (0.0%)	\$0.0M (0.0%)	\$0.0M
Other Entities	2 (0.4%)	\$3.0M (0.3%)	\$1.5M
<b>Total</b>	<b>24</b>	<b>\$32.2M</b>	<b>\$1.3M</b>

Financing obtained by source in the Chicago NEC totaled 24 transactions valued at \$32.2 million. Twenty-one of the transactions were obtained from the private sector valued at \$28.9 million.

**Table 41: Chicago NEC Client Assistance by Minority Group in FY 2009 MBEC, NABEC and MBOC Programs**

Client Category	No. of Clients	Hours of M&TA	No. of Contracts Secured	Dollar Value of Contracts	No. of Financial Transactions	Dollar Value of Financials	Total Value of Transactions
African American	525	7,435 (9%)	35	\$24.6M (1%)	11	\$6.3M (1%)	\$30.9M
Asian American	8	134 (0%)	0	\$0.0M (0%)	0	\$0.0M (0%)	\$0.0M
Asian Indian Amer.	68	726 (1%)	2	\$3.1M (0%)	2	\$0.3M (0%)	\$3.4M
Asian Pacific Amer.	62	1,141 (1%)	10	\$34.5M (2%)	4	\$5.4M (1%)	\$39.9M
Hispanic Amer.	121	2,458 (3%)	34	\$315.9M (18%)	7	\$20.2M (2%)	\$336.1M
Puerto Rican	4	53 (0%)	0	\$0.0M (0%)	0	\$0.0M (0%)	\$0.0M
Aleuts	1	5 (0%)	0	\$0.0M (0%)	0	\$0.0M (0%)	\$0.0M
Eskimo	0	0 (0%)	0	\$0.0M (0%)	0	\$0.0M (0%)	\$0.0M
Native American	15	216 (0%)	0	\$0.0M (0%)	0	\$0.4M (0%)	\$0.0M
Other Minority	7	109 (0%)	1	\$0.5M (0%)	0	\$0.0M (0%)	\$0.5M
Hasidic Jew	0	0 (0%)	0	\$0.0M (0%)	0	\$0.0M (0%)	\$0.0M
<b>Total Identified in Performance System</b>	<b>811</b>	<b>12,277</b>	<b>82</b>	<b>\$378.6M</b>	<b>24</b>	<b>\$32.2M</b>	<b>\$410.8M</b>

African American and Hispanic American MBEs were the largest ethnic group to receive assistance from the MBEC and MBOC programs in the Chicago NEC region. A total of 811 clients were rendered 12,277 hours of M&TA. Together, these MBEs secured 82 contracts and 24 financial transactions, valued at \$378.6 million and \$32.2 million respectively. A total of \$410.8 million in counted transactions was secured in FY 2009 for MBEs. African American MBEs received the most hours of M&TA with a total of 7,435 hours. Hispanic Americans followed with 2,458 hours. African American MBEs secured 35 contracts and 11 financial transactions, valued at over \$30.9 million; while Hispanic American MBEs were able to secure 34 contracts and seven financial transactions, valued at over \$336.1 million. One contract transaction totaled \$300 million and thus caused the total dollar value of contracts to jump significantly.

**Table 42: Chicago NEC Assistance Rendered by State  
as Reported by Funded Programs for FY 2009**

NEC	Number of Clients	Hours of M&TA	Financing		Contracts		Total Dollars	Jobs Created
			#	\$	#	\$		
Illinois	349	4,912	13	\$25.0M	44	\$330.2M	\$355.1M	157
Indiana	132	1,911	6	\$5.9M	8	\$1.1M	\$6.9M	45
Iowa	6	172	0	\$0.0M	4	\$13.7M	\$13.7M	0
Kansas	3	19	0	\$0.0M	0	\$0.0M	\$0.0M	0
Michigan	219	2,052	2	\$0.3M	13	\$23.4M	\$23.7M	0
Minnesota	4	49	0	\$0.0M	0	\$0.0M	\$0.0M	0
Missouri	40	1,724	2	\$0.8M	10	\$9.9M	\$10.7M	28
Ohio	9	11	0	\$0.0M	0	\$0.0M	\$0.0M	0
Wisconsin	49	1,427	1	\$0.3M	3	\$0.5M	\$0.8M	0
<b>Total</b>	<b>811</b>	<b>12,277</b>	<b>24</b>	<b>\$31.7M</b>	<b>82</b>	<b>\$378.8M</b>	<b>\$410.9M</b>	<b>230</b>

The Chicago NEC services nine Mid-central states. A total of 811 hours of M&TA was rendered within these states. The dollar value of contracts far exceeded the dollar value of financing, \$378.8 million and \$31.7 million respectively. A total of \$410.9 million was secured for MBEs within the region. Illinois, Michigan and Indiana had the most clients served. Illinois had the most activity in financing and contract awards, totaling \$355.1 million or 86 percent of all transactions within the Chicago NEC.

## Dallas National Enterprise Center

The Dallas NEC services 11 states, which include Arkansas, Colorado, Louisiana, Montana, New Mexico, North Dakota, Oklahoma, South Dakota, Texas, Utah, and Wyoming. Most Dallas NEC clients are based in Texas (560), followed by New Mexico (229). Of the 15,174 total hours of M&TA rendered to MBEs in this region, more than 50 percent of these hours were rendered to MBEs in Texas. MBDA funded four MBECs, three NABECs, and one MBOC project in the Dallas NEC region and secured over \$920 million in transactions and 1,212 jobs.

The Dallas NEC team is comprised of the following individuals:

- **John F. Iglehart**, Regional Director
- **Bobby T. Jefferson**, Deputy Regional Director
- **Raymond Cervantes**, Business Development Specialist
- **Kenneth Francis**, Business Development Specialist
- **Raquel Suniga**, Business Development Specialist
- **Jonathan Temple**, Business Development Specialist
- **Arlene Hughes-Carpenter**, Administrative Program Specialist
- **Lisa Monsivais**, Office Automation Assistant

The team's experience includes procurement, organizational management, marketing, financing, and export trade assistance. Dallas NEC staff focuses on distribution of information and advocating on behalf of the minority business community throughout the region and the development of partnerships with state and Congressional representatives to host ARRA conferences. However, the team's main focus is the facilitation of contracts and financial transactions to minority-owned businesses. The Dallas NEC team assisted minority-owned firms in securing \$43 million in contract and financial transactions.

### BUSINESS-2-BUSINESS LINKAGE FORUMS

The Dallas NEC recognized that MBEs who have capacity gain access to market opportunities at a much higher rate than MBEs with limited capacity. Therefore, Dallas NEC encouraged capacity building forums throughout the region using B2B forums to bring MBEs together to consider teaming arrangements when competing for major market opportunities.

Below are B2B Forums co-hosted by Dallas NEC held throughout the Dallas region during FY 2009:

Dallas NEC staff partnered with the Greater Dallas Hispanic Chamber to host the Dallas Stimulus Act Summit held April 24. This was the first MBDA Stimulus Act event performed. The purpose was to talk about the ARRA opportunities available. Representatives from government agencies (U.S. DOT, Texas DOT, GSA, City of Dallas, SBA, Dallas Housing Authority, and the University of Texas at Arlington Government Procurement Center) participated. Also, capital resources representatives from Chase and Compass Banks and the Certified Development Corporation of the Southwest gave presentations on financial opportunities.

**Attendees: 400**

An Economic Stimulus Package Conference was held at the University of Texas at Arlington. The purpose was to advise MBEs of ARRA contract opportunities. The following entities were represented: SBA; GSA; State of Texas Governor's Office; the HUB Director at the University of Texas; Texas Department of Transportation; the Tarrant County Administrator, Fort Worth, TX; the City of Arlington; and UT Arlington Cross Timbers Procurement Center. Also, the Office of the Governor and Congressman Joe Barton's office talked about ARRA opportunities.

**Attendees: 250**

The Dallas NEC co-hosted the 2009 Asian American Texas Regional Conference coordinated by the Texas Federation of Asian American Chambers. The theme: "Accessing Government and Corporate Resources," included sessions on Contracting Opportunities and Building Effective Partnerships. Also, a B2B Linkage forum was held between MBEs and public and private contracting representatives.

**Attendees: 500**

The University of North Texas HUB Office co-hosted the Denton Stimulus Act Summit. The purpose was to advise entrepreneurs about the available ARRA opportunities. Representatives from government agencies (U.S. DOT, Texas DOT, GSA, City of Denton, City of Dallas, SBA, Denton Housing Authority, the University of Texas at Arlington Government Procurement Center, and the Procurement Division) participated. In addition, capital resources representatives from Wells Fargo, First State Bank, and First Capital Funding gave presentations on financing.

**Attendees: 150**

Dallas NEC staff partnered with the El Paso MBEC and the Hispanic Chamber to host a B2B event. The purpose was to inform interested MBEs about available ARRA opportunities. Congressman Silvestre Reyes, Congressional District 16, was a keynote speaker. Work sessions on business opportunities were provided. Both public and private sector representatives discussed access to capital.

**Attendees: 400**

## DALLAS REGIONAL MED WEEK

### Highlights

The Dallas NEC and its strategic partners hosted a Regional MED Week Celebration on August 4, 2009. MBEs and minority business supporters were recognized for their outstanding contributions to the U.S. economy in nine categories which included construction, retail/services, supplier, diversity, technology, manufacturing, advocacy, access to capital, distinguished supplier diversity, and media. MBEs from minority chambers of commerce were also recognized during the celebration. The staff of MBDA-funded centers, guests of award winners, and supporters of minority business development from across the Dallas Region attended the MED Week Celebration.

The following are examples of two regional award winners:

### Advocate of the Year

**Stephen Elkins**, Director, Small Minority Business Resources Department, City of Austin. Under Mr. Elkins's leadership, the Small Minority Business Resources Department accomplishments included the inclusion of over 400 new certified firms since 2007 into the City's vendor list, the implementation of new programs to increase participation on City projects, the staging of monthly workshops for MBEs seeking to do business with the city, and distribution of business opportunity information to the MBE community.

### Minority Service Firm of the Year

**Veronica A. Edwards** is the founder and President/CEO of InGenesis, established 1998 in her hometown of San Antonio, TX. Within 11 years she transformed a small local nurse staffing agency into a highly successful full-service, nationwide operation. Today InGenesis offers a wide variety of services ranging from medical staffing, logistics, and biomedical research, to occupational health, healthcare IT, and consulting. In 2009, InGenesis and its companies won military staffing contracts valued at \$400 million in addition to a major portion of a multi-vendor contract valued at \$1.27 billion.

MED Week speaker and workshop leaders included Don McNeely, CEO, *Minority Business News* Magazine; and Samuel E. Evans, Director of Small Business Procurement, Lockheed Martin Aeronautics Company. Representatives from the following local minority chambers of commerce made presentations: American Indian Chamber of Commerce of Texas, Fort Worth Metropolitan Black Chamber of Commerce, Dallas Black Chamber of Commerce, Fort Worth Hispanic Chamber of Commerce, Greater Asian Chamber of Commerce; and the Greater Dallas Hispanic Chamber of Commerce. Sponsors for the MED Week celebration included DFW International Airport, Lockheed Martin Aeronautics Company, *Minority Business News* Magazine, Texas Instruments, Austin Industries, and Lane Staffing.

**Attendance: 500**

The Dallas NEC team also participated in several local MED Week Events held in San Antonio and El Paso, TX; Oklahoma City, OK; Conway, Jonesboro, Pine Bluff, and Fort Smith, AR; New Orleans, LA; and Albuquerque, NM. Over 2,000 MBE firms and supporters attended the events.

## INTERNATIONAL TRADE

Many domestic markets were adversely affected by the economic downturn. Dallas NEC realized that recovery efforts would need to expand beyond traditional domestic opportunities. To that end, Dallas NEC broadened its global presence by identifying and promoting international trade opportunities throughout the region. The following are examples of Dallas NECs efforts, in which it:

- Recruited three MBEs to participate in a Kuwait State Oil Company Video Conference sponsored by Tulane University;
- Became a member of the New Orleans World Trade Center and was voted into the Board of Directors;
- Was featured in the Louisiana Export Guide (for the first time) as the local authority with respect to minority business development;
- Encouraged various MBEs who participated in a roundtable breakfast at the World Trade Center to launch a Louisiana-led trade mission to Colombia;
- Identified and assisted two MBEs to participate in a Colombian trade mission;

- Assisted the New Orleans U.S. Export Assistance Center in identifying, screening, and referring 100 MBEs to their office for various exporting opportunities and networking events; and
- Partnered with the Export Assistance Center to host three international trade events.

## ACCESS TO CAPITAL

The Dallas NEC participated in five Capital Access workshops with the local funded center and introduced multiple sources of capital to the MBE community. As a result, MBEs received \$10 million in financial transactions and an additional \$10 million in pipeline activities.

## ACCESS TO MARKETS

Dallas NEC staff secured \$30.5 million in procurement transactions. Dallas NEC business development specialists assisted the client by identifying procurement opportunities.

## ADVOCACY

Dallas NEC conducted monthly networking breakfast meetings in participation with the Greater Dallas Hispanic Chamber of Commerce during the fiscal year in order to link MBEs with major private and public sector procurement entities. The extent of the awarded dollar transactions will be gauged on a continuing basis with MBE clients.

Dallas NEC also promoted minority business development with community-based groups such as trade organizations, chambers of commerce, and faith-based organizations throughout the region.

Dallas NEC, with the assistance of the San Antonio MBEC and the City of San Antonio, held a Minority Youth Business Retreat which 355 students attended. The students participated in a management and economic simulation exercise where they learned interpersonal skills, leadership, and teamwork. In addition, the students listened to several local entrepreneur guest speakers from the city of San Antonio, TX.

## BEST PRACTICES

- MBDA has management and technical centers placed in strategic locations in the Dallas NEC region with a high concentration of MBEs. While all the centers focus on assisting MBEs in obtaining contracts and finance, some perform more efficiently than others. For example, the New Mexico MBEC has been a constant performer for over a decade. The center uses its strategic relationships with financial entities and procurement sources to assist MBEs in gaining access to market opportunities and finance. The center recruits MBEs with potential capabilities to match opportunities identified and provide one-on-one assistance to ensure that each MBE understands the management disciplines required to deliver a quality product or service. Such disciplines may include bidding/contract negotiation, cost accounting, obtaining certifications, or preparation of financial documents. The center used this approach to assist 59 MBEs in securing \$500 million in 2009.
- The New Mexico Native American Business Enterprise Center (NMNABEC) best practices are based on creating a strong business foundation by leveraging its financial/business resources, and using its staff's business expertise to create jobs, create wealth, and to stimulate local economies by helping SGIs and Native/Minority firms succeed in the current economic environment while incorporating and building on tribal/business values and trust. An example of this practice is the Center's teaming with the New Mexico Indian Pueblos and other tribes, which received state and federal Tribal Infrastructure Funds, to generate \$39 million for transactions on Indian reservations.
- The San Antonio MBEC had difficulties attracting large MBEs with size, scale, and capacity in order to compete for large contracting opportunities. They hosted B2B events with the eight largest companies in San Antonio to dialogue with MBEs about the availability of opportunities. One hundred-thirty MBEs showed up and about 50 percent were strategic growth firms. This approach enabled the center to expand its portfolio of MBEs with a capacity to participate in large procurement opportunities.

Below are examples of the best practices utilized/implemented by funded projects in the Dallas NEC during the course of FY 2009

**Oklahoma Statewide NABEC**

The Oklahoma NABEC experienced a positive outcome for the program/contract year September 1, 2008 – August 31, 2009. The key contributions to a successful year included:

- Adding several clients to the Dodge Report subscription base that enabled those clients to better access opportunities that include construction projects and construction related procurement and non-construction related procurement opportunities.
- Participating in educational/training seminars in cooperation with the Rural Women’s Business Center and the Women’s Business Center in Oklahoma. Three “Women and Minority Summits” were held during the program year.
- The Project endeavored to maintain constant contact with clients through on-site visits, email updates on issues of interest, and participation in various industry conferences as well as participation in training seminars. The Center nominated Oklahoma companies for Regional MED Week Awards. The Center also presented a MED Week Awards Dinner in Oklahoma City. The award winners both in-state and regionally created a substantial news press coverage that has resulted in positive visibility for the Center.
- The Center’s operator, REI, covered the activities of the Center in their bi-monthly newsletter which is distributed to over 5,000 recipients across Oklahoma.
- The Center’s staff continued to maintain relationships with existing strategic partners and worked to develop additional partners during the year.
- A prime key to the success of the Center was the support and mentoring by Kenneth Francis who was the Center’s monitor during the program year. Mr. Francis worked tirelessly to ensure that the Center had the resources needed to be successful.

**North/South NABEC Best Practices**

A center must have competent personnel that have the education and real world experience necessary to meet the needs of its clientele. Hiring personnel that have a passion for business and in particular, the minority business sector, is a major reason for this center’s success.

The motto project consultants use when interviewing new clients is “How can I help you?” It is in the center’s best interest to find business consultants that are in it for the long haul when helping minority businesses.

**New Mexico MBEC Best Practices**

NMMBEC’s best practices are based on targeting and concentrating on established MBEs and/or rapid growth potential of new MBES that want to grow and prosper by selling their products and services to the federal government and prime contractors.

The NMMBEC abided by these best practices:

New Mexico MBEC Best Practices	
#	Action
1	<b>Attract Winning Clients</b> <ul style="list-style-type: none"> <li>• Referrals from existing clients and certified public accountants (CPA);</li> <li>• Referrals from SBA, bankers, bonding companies, and government agencies; and</li> <li>• Sign up clients, get substantial retainer.</li> </ul>
2	<b>Get Them Contract Ready</b> <ul style="list-style-type: none"> <li>• Incorporate, if not already. Discourage sole proprietorship and LLCs.</li> <li>• Encourage competent financial accounting. Experienced CPAs with cost accounting experience for construction companies.</li> <li>• Establish as large a revolving bank line of credit as possible.</li> <li>• Establish as large a bonding line of credit as possible for construction companies.</li> <li>• Secure prime contract with a government agency, or substantial subcontract with a government prime contractor.</li> <li>• Report successful financings and procurements to MBDA.</li> </ul>
3	<b>Register Every Client</b> <ul style="list-style-type: none"> <li>• MBEC profile/CCR/SBA profile/ORCA.</li> <li>• Self-certify WOB/MOB/SDB/MBE/NAOSB/SDVOSB, as appropriate.</li> <li>• Apply for certifications in DOT DBE/SBA 8(a)/SBA HUBZone/GSA Schedule/MBE, as appropriate.</li> </ul>

New Mexico MBEC Best Practices	
#	Action
4	<p><b>Begin Bidding/Negotiating/Winning Government and Prime Contractor Contracts.</b></p> <ul style="list-style-type: none"> <li>Find opportunities through Federal Biz Opps (FBO)/trade fairs/SADBU's/requests for information from federal agencies and prime contractors, etc.</li> <li>Assist with proposals for competitive and sole source opportunities.</li> <li>Expedite until contract is executed.</li> <li>Report successful procurements to MBDA.</li> </ul>
5	<p><b>Build Each client's Capacity</b></p> <ul style="list-style-type: none"> <li>Create synergistic teams.</li> <li>Establish mentor-protégé programs (MPP).</li> <li>Establish joint venture agreements (JVA).</li> <li>Keep corporations legal. Annual meeting and bi-annual filings to state.</li> <li>Keep certifications in compliance. Business plan updated, etc.</li> <li>Expedite larger lines of credit and procurements.</li> <li>Report successful financing and procurements to MBDA</li> </ul>

**El Paso MBEC**

**FINANCING:** For the El Paso MBEC, diversity is the key. Creating relationships with all local traditional and non traditional lenders is imperative, as is positioning MBEC clients on what the lenders are requiring. Lending options are still available and EL Paso MBEC made it their job to know what programs work best with the lenders, i.e., revolving loan funds, SBA guarantees, and city and county programs. Additionally, increasing bonding capacity and creating and sustaining these relationships also helped clients identify resources that are available to them. The MBEC also helped clients build wealth through purchasing versus leasing of buildings and equipment.

The MBEC's location, within the Nation's number one Hispanic Chamber of Commerce, has also helped the center to position itself as a credible, reliable resource partner. They utilize the other services of the Chamber.

**PARTNERSHIPS:** For ongoing best practices, the center developed a partnership with the Texas DOT, and was awarded the placement of a Texas Business Opportunity Development Center, which will help them to identify even more SGI clients and assist with valuable bonding, financing, and contracts through the Texas DOT.

**PROCUREMENT:** Becoming the "go to" organization for procurement outreach was imperative in this region. The region has long considered itself to be underserved. The center wanted to make sure its local businesses knew about the procurement opportunities, learned how to bid on them, and how to use the local resources, such as the MBEC.

The Center became the managers of the local, dormant 8a and Government Contractors Association, by reviving and staffing the association. They now have over 60 members that are also SGI clients, shovel ready, and ready to use Center services to expand.

**New Mexico NABEC**

"The New Mexico Native American Business Enterprise Center (NMNABEC) best practices are based on creating a strong business foundation, by leveraging its financial/business resources and using its business expertise, to create jobs, create wealth, and to stimulate local economies by helping its SGIs and Native/minority clients succeed in this current economic environment. Doing this while incorporating and building on Tribal/Business Values and Trust..."

NMNABEC targeted New Mexico Indian Pueblos, tribes, chapters, and organizations, which received State Tribal Infrastructure Funds awards totaling \$5.4 million and facilitates procurement matches with MBEs and SGI clients. These funds were leveraged with an additional \$33.4 million in other state, federal, and tribal governments for a total of \$38.8 million. The NMNABEC's goal was to capture a targeted goal of 75 percent of the dollars of these projects for its clients.

**San Antonio MBEC Best Practices**

First, the Center created a matchmaking event to bring the eight largest construction companies in San Antonio to dialogue with MBEs in construction. About 130 MBEs showed up and about 50 percent were SGIs so the event generated an enormous amount of new SGI clients for the Center. Needless to say, the Center has developed a stronger pipeline of large deals since the event took place. In FY 2009, the Center generated more than 110 percent of the new clients for the year.

Second, as a result of the matchmaking event, one of the largest construction companies asked the Center to host another event just for them so that they could promote a specific large contract they won with University Health Systems in San Antonio. About 190 MBEs showed up and many of them were SGIs.

Third, the Center partnered with Dallas NEC in putting together a Stimulus Summit that also generated more than 100 companies in attendance from all industries.

Bottom line, the Center positioned itself capable of working with select SGIs.

**Louisiana (LAMBEC)/MBOC Best Practices**

The MBOC utilized an evaluation criteria approach. The following client success story illustrates this approach:

Like many businesses operating prior to Hurricane Katrina, Harris Builders had to adapt to a new environment post-Katrina. While the company knew that the need for housing would be prevalent in the aftermath, they also knew that it would take several years before the housing boom would take place. They quickly adapted. The Center consulted the company on partnering with a prime contractor, the Shaw Group. This resulted in a first tier contract. The Center also advised the company to further diversify into industrial, commercial, and street repair. As a result, Harris Builders grew from a company which generated \$10 million a year to a company with over \$30 million generated annually. In addition to growing the company, Harris Builders is also dedicated to assisting smaller contractors with opportunities. The owner is quick to use the Center to fulfill subcontractor needs as he seeks to complete a project.

**CONTRACTS AND FINANCIAL AWARDS, JOBS CREATED, AND ROI**

The tables below contain regional information on the dollar value of contracts awarded, the dollar value of financial transactions awarded, and the total dollar value of transactions awarded. Performance numbers also include the number of new jobs created and the number of new clients served. Transactional information by region is also provided showing funded projects by category, total MBDA investment, total transactions awarded, and ROI. Each region is further broken down by MBEC/NABEC, MBOC, and NEC staff. Additional regional information is provided by client size, by source of funding, by minority group category, and by state. The following tables are specific to the Dallas NEC region.

In FY 2009, MBDA funded eight projects in the Dallas NEC region; four were MBECs, three were NABECs, and one was a MBOC. MBDA injected \$3.3 million into the Dallas NEC region generating over \$920 million in closed transactions with an ROI of \$280.

**Table 43: Summary of Dallas NEC Funded Projects and NEC Staff Expenditures FY 2009 with Return on Investment (ROI)**

NEC Programs	Total Projects Funded FY 2009	Total NEC Project and Staff Expenditures FY 2009	Dollars in Transactions (rounded off) Obtained by Projects / MBDA Staff	Return on Investment by Program and Staff
MBEC	4	\$1.0M	\$711.7M	\$720
NABEC	3	\$0.7M	\$61.6M	\$82
MBOC	1	\$0.4M	\$113.3M	\$287
<b>Sub-Totals</b>	<b>8</b>	<b>\$2.1M</b>	<b>\$886.6M</b>	<b>\$415</b>
NEC Staff	—	\$1.2M	\$34.0M	\$29
<b>Total</b>	<b>8</b>	<b>\$3.3M</b>	<b>\$920.6M</b>	<b>\$280</b>

Performance Goals	FY 2009 MBEC and NABEC			FY 2009 MBOC			Dallas Staff 2009		Total Performance	% of Total
	Goal	Actual	%	Goal	Actual	%	Goal	Actual		
Dollar Value of Contracts Awarded	\$97.7M	\$544.4M	(557%)	\$97.0M	\$111.2M	(115%)	N/A	\$30.3M	\$685.8M	352%
Dollar Value of Financial Transactions	\$68.2M	\$229.1M	(336%)	\$40.1M	\$2.1M	(5%)	N/A	\$3.7M	\$234.9M	217%
Total Dollar Value of Awarded Transactions	\$165.8M	\$773.5M	(466%)	\$137.1M	\$113.3M	(83%)	N/A	\$34.0M	\$920.7M	304%
Number of Contracts Awarded	N/A	162		N/A	49		N/A	3	214	—
Number of Financial Transactions	N/A	155		N/A	2		N/A	5	162	—
Total Number of Awarded Transactions	N/A	317		N/A	51		N/A	8	376	—
Number of Jobs Created	461	1,068	(232%)	83	148	(178%)	N/A	N/A	1,216	224%
Number of New Clients	998	1,000	(100%)	119	125	(125%)	N/A	N/A	1,125	101%

Numbers are rounded.

The total dollar value of awarded transactions within the Dallas NEC region achieved \$920 million or 304 percent of the target for FY 2009. Contracts awarded, \$685.8 million, far exceeded the projected goal of \$194.7 million. Financial transactions, \$234.9 million, also exceeded the projected goal of \$108.3 million. More jobs were created during FY 2009 (1,216) than had been targeted (544) and slightly more new clients (1,125) were served than had been projected (1,117).

MBEC/NABEC Program Activities	FY 2009 Goals	Accomplishments	Percentage of Accomplishments
ROI: \$444			
Dollar Value of Contracts Awarded	\$97.6M	\$544.3M	558%
Dollar Value of Financial Transactions	\$68.0M	\$229.1M	337%
Total Dollar Value of Transactions	\$165.6M	\$773.4M	467%
Number of Contracts Awarded	N/A	196	—
Number of Financial Transactions	N/A	155	—
Total Number of Transactions	N/A	351	—
Number of Jobs Created	461	1,068	232%
Number of New Clients	632	1,000	158%

The Dallas NEC's MBEC and NABEC programs achieved over \$773 million in total dollar value of all transactions in FY 2009, which was 467 percent of the original goal. The dollar value of reported contracts was over \$544 million, far exceeding the goal of \$97.6 million. The dollar value of financial transactions achieved over \$229 million, far exceeding the goal of \$68 million. The programs also achieved their goals for number of jobs created and number of new clients. More jobs were created during FY 2009 (1,068) than had been targeted (461) and more new clients (1,000) were served than had been projected (632).

**Table 46: Dallas NEC MBOC Program Summary for FY 2009**

MBOC Program Activities	FY 2009 Goals	Accomplishments	Percentage of Accomplishments
ROI: \$436			
Dollar Value of Contracts Awarded	\$67.4M	\$111.2M	165%
Dollar Value of Financial Transactions	\$27.3M	\$2.1M	8%
Total Dollar Value of Transactions	\$94.7M	\$113.4M	120%
Number of Contracts Awarded	N/A	49	—
Number of Financial Transactions	N/A	2	—
Total Number of Transactions	N/A	51	—
Number of Jobs Created	58	148	255%
Number of New Clients	113	125	111%

The Dallas NEC's MBOC program achieved over \$113 million, which was 120 percent of the original goal. The dollar value of reported contracts was \$111 million, exceeding the goal of \$67 million. The dollar value of financial transactions was slightly over \$2 million, compared to a goal of \$27 million. More jobs were created during FY 2009 (148) than had been targeted (58) and slightly more new clients (125) were served than had been projected (113).

**Table 47: Dallas NEC Clients by Receipts as Reported by MBEC and NABEC Funded Projects FY 2009**

Atlanta Clients	Number of Contracts Secured	Value of Contracts	Number of Financials	Value of Financials	Total Number of Transactions	Total Dollar Value of Transactions
\$500K and Over	191	\$642.8M	99	\$191.4M	290	\$834.2M
\$500K and Under	19	\$12.6M	58	\$39.8M	77	\$52.4M
Receipts Not Reported	1	\$0.1M	0	\$0.0M	1	\$0.1M
<b>Total</b>	<b>211</b>	<b>\$655.5M</b>	<b>157</b>	<b>\$231.2M</b>	<b>368</b>	<b>\$886.7M</b>

Ninety-one percent of the clients were SGI firms (\$500 thousand or more) based on the total number of contracts secured. This same group was assisted in securing the largest dollar value of contracts at \$642.8 million and financial transactions at \$191.4 million.

**Table 48: Dallas NEC Number of Contracts Obtained by Source as Reported by MBEC and NABEC Projects FY 2009**

Source	Number of Contracts	Dollar Value of Contracts	Average Dollar Value of Contracts
Private Sector	93 (0.3%)	\$482.8M (28.0%)	\$5.2M
Federal Government	57 (5.7%)	\$113.6M (6.6%)	\$2.0M
State Government	18 (1.8%)	\$38.6M (2.2%)	\$2.1M
Local Government	13 (1.3%)	\$5.3M (0.3%)	\$0.4M
Other Entities	30 (3.0%)	\$15.3M (0.9%)	\$0.5M
<b>Total</b>	<b>211</b>	<b>\$655.6M</b>	<b>\$3.1M</b>

The majority of contracts secured in the Dallas NEC originated from the private sector (93), valued at \$482.8 million. The average dollar value of these contracts was \$5.2 million. The second highest source of secured contracts originated from the federal government valued at \$113.6 million.

**Table 49: Dallas NEC Financing Obtained by Source FY 2009 for MBECs and NABECs FY 2009**

Source	Number of Awards	Dollar Value of Awards	Average Dollar Value of Awards
Private Sector	102 (20.9%)	\$203.7M (23.2%)	\$2.0M
Federal Government	22 (4.5%)	\$6.7M (0.8%)	\$0.3M
State Government	3 (0.6%)	\$3.4M (0.4%)	\$1.1M
Local Government	2 (0.4%)	\$0.2M (0.0%)	\$0.1M
Other Entities	28 (5.7%)	\$17.3M (2.0%)	\$0.6M
<b>Total</b>	<b>157</b>	<b>\$231.3M</b>	<b>\$1.5M</b>

Lending sources of financing secured for MBE clients came from the private sector. Private sector transactions are not backed by federal (SBA, DOT, DOA) or state government loan guarantees. Of the 157 financial awards valued at more than \$231 million, over 63 percent were from the private sector. The private sector had a value of over \$203 million.

**Table 50: Dallas NEC Client Assistance by Minority Group in FY 2009 MBEC, NABEC and MBOC Programs**

Client Category	No. of Clients	Hours of M&TA	No. of Contracts Secured	Dollar Value of Contracts	No. of Financial Transactions	Dollar Value of Financials	Total Value of Transactions
African American	263	3,021 (4%)	57	\$88.8M (14%)	23	\$19.2M (2%)	\$108.0M
Asian American	6	50 (0%)	2	\$0.1M (0%)	0	\$0.0M (0%)	\$0.1M
Asian Indian Amer.	26	534 (1%)	0	\$0.0M (0%)	6	\$3.9M (0%)	\$3.9M
Asian Pacific Amer.	34	800 (1%)	2	\$0.2M (0%)	9	\$3.6M (0%)	\$3.8M
Hispanic Amer.	617	7,872 (9%)	92	\$536.6M (82%)	103	\$180.2M (21%)	\$716.8M
Puerto Rican	3	19 (0%)	0	\$0.0M (0%)	0	\$0.0M (0%)	\$0.0M
Aleuts	0	0 (0%)	0	\$0.0M (0%)	0	\$0.0M (0%)	\$0.0M
Eskimo	1	1 (0%)	0	\$0.0M (0%)	0	\$0.0M (0%)	\$0.0M
Native American	182	2,738 (3%)	60	\$30.6M (5%)	14	\$24.6M (3%)	\$55.2M
Other Minority	17	127 (0%)	0	\$0.0M (0%)	1	\$0.0M (0%)	\$0.0M
Hasidic Jew	2	11 (0%)	0	\$0.0M (0%)	0	\$0.0M (0%)	\$0.0M
<b>Total Identified in Performance System</b>	<b>1,151</b>	<b>15,173</b>	<b>213</b>	<b>\$656.3M</b>	<b>156</b>	<b>\$231.5M</b>	<b>\$887.8M</b>

MBDA served 1,151 new clients in the Dallas NEC region in FY 2006. New clients are defined as MBEs not previously served by MBDA. African Americans (263), Hispanic Americans (617), and Native Americans (182) were the largest groups served. These same clients received the most hours of M&TA: 3,021, 7,872, and 2,738, respectively. These same three groups (African American, Hispanic, and Native American) were assisted in securing 98 percent of the total dollar value of contracts in the region and 90 percent of the total dollar value of financials in the region.

**Table 51: Dallas NEC Assistance Rendered by State  
as Reported by Funded Programs for FY 2009**

NEC	Number of Clients	Hours of M&TA	Financing		Contracts		Total Dollars	Jobs Created
			#	\$	#	\$		
Arkansas	2	26	0	\$0.0M	0	\$0.0M	\$0.0M	1
Colorado	7	6	0	\$0.0M	0	\$0.0M	\$0.0M	0
Louisiana	201	1,928	12	\$5.3M	62	\$128.4M	\$133.7M	240
Montana	1	2	0	\$0.0M	0	\$0.0M	\$0.0M	0
New Mexico	229	2,411	28	\$145.9M	37	\$415.9M	\$561.7M	214
North Dakota	39	806	7	\$9.4M	9	\$11.0M	\$20.3M	50
Oklahoma	102	1,360	11	\$2.6M	53	\$18.5M	\$21.1M	163
South Dakota	9	540	2	\$1.3M	5	\$1.6M	\$2.9M	0
Texas	560	8,073	96	\$67.2M	47	\$81.2M	\$148.3M	545
Utah	1	22	0	\$0.0M	0	\$0.0M	\$0.0M	0
Wyoming	0	0	0	\$0.0M	0	\$0.0M	\$0.0M	0
<b>Total</b>	<b>1,151</b>	<b>15,174</b>	<b>156</b>	<b>\$231.7M</b>	<b>213</b>	<b>\$656.6M</b>	<b>\$888.2M</b>	<b>1,212</b>

The Dallas NEC oversees work in the 11 state region. Most of the Dallas NEC clients are based in Texas (560), followed by New Mexico (229). Of the 15,174 total hours of M&TA rendered to MBEs in this region, more than 50 percent of these hours were rendered to MBEs in Texas. MBDA funded MBEC and NABEC projects in the Dallas NEC region and secured over \$888 million in transactions and 1,212 jobs. The New Mexico MBEC projects and New Mexico NABEC delivered the largest dollar value of transactions in both financing (\$145.9 million and \$415.9 million).

## New York National Enterprise Center

### NEW YORK NEC TEAM

On January 6, 2010, the NYNEC team suffered the loss of one of its most accomplished members, John Coyle. He was a visionary, leader, and champion on behalf of MBEs. He will continue to be an inspiration for NYNEC's endeavors.

### NYNEC Regional Office Staff

- **Heyward B. Davenport**, Regional Director
- **Imani Bennett**, Business Development Specialist
- **Ron Uba**, Business Development Specialist
- **Marietta Parris**, Administrative Technician
- **Gwen Andries**, Office Automation Assistant

### NYNEC District Office Staff

- **Alfonso Jackson**, Business Development Specialist
- **Richard Torborg**, Business Development Specialist
- **Ella Young**, Office Automation Clerk

### B-2-B CONFERENCES

- NYNEC sponsored several B2Bs with New York State and City of New York, and the City of Hartford. The Manhattan, New Jersey, Pennsylvania, and Puerto Rico MBECs also sponsored B2Bs.
- The PRMBEC MED Week B2B attracted over 200 MBE attendees. The NYNEC project monitor served as keynote speaker at the event in San Juan, PR. The audience included government officials, and public and private sector procurement officials to meet with the MBEs.
- The Manhattan and New Jersey MBECs held two B2Bs for the New York City Sanitation and Transportation Departments. For the first event, eight buyers met with 125 MBE/DBEs. The second event attracted 30 prime contractors and 220 MBEs.
- NYNEC and New York State collaborated for an IT B2B in Buffalo attended by 450 M/WBEs. 20 SGI contractors, and 12 clients from the Manhattan and NY MBECs participated.

- The NYS/NYNEC Green B2B for Innovative Energy Alternatives was a first-time effort. It provided information regarding ARRA weatherization procurement opportunities, and other energy-related information. Fifty MBEs met with 16 organizations receiving ARRA weatherization funding.
- The NYS Dormitory Authority LEEDS training and B2B attracted 70 M/WBE vendors and 13 prime contractors.
- NYNEC and [Dormitory Authority of the State of New York (DASNY) collaborated on a B2B Procurement Matchmaker Expo Program. Over 700 M/WBEs attended, and NYNEC staff met with 40 SGI and MBE companies.
- NYNEC is working with ICBO to continue its participation with the Hartford Connecticut Metropolitan District Clean Water Project. The \$1.6 billion project will continue to provide significant MBE opportunities that NYNEC is supporting. NYNEC and the Manhattan MBEC (ICBO) have previously collaborated on seven construction B2Bs for the various trades required for the project.

### NEW YORK MED WEEK B2B & NETWORKING AWARDS RECEPTION

NYNEC's 5th Annual MED Week B2B Matchmaker was attended by 380 MBE vendors and 70 buyers. The NYNEC team secured buyer participation, vetted prospective MBE participants and scheduled interviews with public and private buyers. Both MBEs and supply participants reported potential business opportunities resulting from the conference.

NYNEC's 2009 MED Week Networking Reception was held on July 29, 2009, hosted by lead MED Week sponsor, Joy Crichlow, Director of Con Edison's Supplier Diversity Program, and a member of MBDA's National MED Week Committee. The theme was "Minority Business Enterprises—Energizing the American Economy." The audience of 200 guests was enlightened by MBDA National Director, David Hinson; MBDA Regional Director Heyward Davenport; and Professor Leonard Greenhalgh, Ph.D., keynote speaker, who conducted a seminar to assist MBEs to position their companies for growth in an uncertain business environment. Honorees included Lockheed Martin, Distinguished Supplier

Diversity Award; PRWT, Supplier Distributor Award; Golden Krust Bakery & Grill, Manufacturer; The Aspen Group, Service Award; Mountain Marketing Group, LLC, Minority Advocate Award; and Eclaro International, Technology WAC Lighting, Supplier/Distributor; and ML Graphics, Regional Director’s Award. Sponsors included Bank of New York Mellon, Colgate Palmolive, Con Edison, Prudential, Time Warner, Dormitory Authority of the State of New York, New Jersey Transit, NYC School Construction Authority, and Noble Strategies.

**INDUSTRY CONFERENCES AND OUTREACH ACTIVITIES**

- The NYNEC team was invited to participate in New York State’s second M/WBE IT Jumpstart, a joint event with the NYS Office for Technology, and the Division of Minority and Women-Owned Business Development. The event provided a forum for the state’s IT M/WBE companies and large IT primes. They were able to network and discuss opportunities. Yolanda Whitley, MBDA CIO, also participated, and NYNEC staff helped to source qualified MBEs for the event. Ms. Whitley and the NYNEC staff hosted an exhibit table.
- NYNEC was invited by Costco to assist in sourcing food and specialty trade construction MBEs for Costco’s Northeast Supplier Conference. NYNEC identified firms in the region, and a NYNEC staff member provided an overview of MBDA at the event. As a result of the event, one of NYNEC’s clients, Golden Krust Bakery, has sold more than \$1 million of its products to Costco.
- NYNEC continued its collaboration between Global Diversity Director Jackie LaJoie of Merck Pharmaceutical and the NJMBEC for the 2nd annual Pharmaceutical Ad Hoc Board for the Diversity Alliance for Science (DA4S) Conference. NYNEC recruited M/WBE Pharma and clinical trial research vendors.
- MBDA OLEIA and NYNEC staff coordinated the Agency’s participation in the National CelebrAsian Conference held in New York City. The team coordinated MBDA’s logistics and staff participation.

**PERFORMANCE: CAPITAL ACCESS**

Despite a challenging economic environment that generally restricted business owners’ access to capital, the NYNEC achieved 301 percent of its goal. This accomplishment was due in large measure to the stellar performance of the Washington, DC MBEC which contributed \$358 million to the total.

NYNEC MBEC/MBOC	ACTUAL	GOAL	% of goal
Financial Performance	\$361.8 million	\$120.1 million	301%

- NYNEC staff participated in the Capital Access Stakeholders meeting in Washington, DC,
- National and NYNEC participated in the Inner City Capital Connection forum. Prior to the event, the NYNEC team assisted with outreach for MBEs that met ICC program requirements. Several companies participated and learned about the equity process.

**PERFORMANCE: ACCESS TO CONTRACTS**

NYNEC assisted its clients in receiving contracts and orders valued at \$217.2 million, achieving 95 percent of its goal. While the majority of centers reached or exceeded their individual goals, the Washington, DC MBOC was outstanding in reporting verified contract transactions valued at \$121,171,254.

NYNEC MBEC/MBOC	ACTUAL	GOAL	% of goal
Dollar Value of Contracts and Procurements	\$ 217.2 million	\$228.1 million	95%

**INTERNATIONAL TRADE**

- NYNEC facilitated clients to attend a trade conference with the Prime Minister of Bangladesh and other high level representatives.
- NYNEC participated in the Overseas Private Investment Corporation meeting in Boston, targeting minority and women businesses.
- NYNEC has a collaborative relationship with the New York U.S. Export Assistance Center on behalf of clients seeking export opportunities. NYNEC also partners with the Brooklyn International Trade Development Center (BITDC). NYNEC

participated in BITDC's 2009 International Economic Outlook Forum, where MBDA services were introduced to a number of MBE firms seeking export assistance. The Williamsburg MBEC has also referred several MBE firms to attend workshops and individualized counseling.

## RESEARCH AND DEVELOPMENT

- NYNEC continues to support Cheney University in its Aquaculture Research and Education Center. Through NYNEC's Philadelphia Office, U. S. Senator Arlen Specter has arranged for the University to receive its fifth \$300,000 grant through the U.S. Department of Agriculture (USDA).
- NYNEC continues to work closely with Willie C. Taylor, Regional Director of the Economic Development Administration (EDA) Philadelphia Regional Office; Dr. Steven Hughes, Director of Aquaculture for Cheney University; Harry Walker, Manager, The City of Coatesville, Pennsylvania; and Mike Derro, President and CEO of Urban Farms to develop a jobs program for Coatesville. The program will consist of developing a large hydroponics operation that will raise basil and tilapia and will create between 15 and 20 jobs in Coatesville. The project will be a green project because it will be heated by a geothermal well and will use a water harvester. Rainwater will be collected on the roof and channeled into an underground tank where it will be filtered and delivered back to the raceway for the fish and the basil to grow. EDA is very interested in the project because it will create 15-20 jobs. The Agency is waiting for the parties to submit an application for funding.
- NYNEC has arranged for New York business development specialists to become members of the Institute of Supply Management (ISM). The NYNEC team is involved with corporate and MBE members, and will help source MBEs for the organization's annual Diversity Fair.
- NYNEC staff attended the Annual Federal Government Office of Small and Disadvantaged Business Utilization (OSDBU) Conference in Chantilly, VA. They met with over 134 exhibitors and prime contractors seeking to identify capable small/8(a)//DBE vendors. Successful contact was made with OSDBU representatives from 12 agencies.
- NYNEC developed and presented a detailed presentation of its services to a U.S. Congressional staff delegation responsible for reviewing MBDA's budget appropriation. The event was co-hosted by an NYNEC client.
- NYNEC worked closely with MBDA Grantee Project for Public Spaces on an earmark grant for the performance of an in-depth study designed to save a public market in Brooklyn, NY at which 14 MBE vendors operate small retail businesses. The project evolved into a strategy and operations blueprint for the new operator of the market, the Brooklyn Economic Development Corporation. NYNEC monitored the project's oversight committee, and met with U.S. Congressional and NYS elected officials.
- NYNEC continued to coordinate the 2nd Annual National 8(A) and Native American Conference at 26 Federal Plaza. Program speakers were Heyward Davenport, NYNEC Regional Director; Dr. Len Greenhalgh, Director of Programs for Minority and Women-owned Entrepreneurial Businesses at the Tuck Business School; International Trade Administration (ITA) Trade Specialist Ryan Hollowell; Kent Hibben, U.S. Department of Energy; and a representative from the NY SBA. Sixty SGI clients participated in the conference.
- NYNEC Regional Director Heyward Davenport continues to represent NYNEC as a featured speaker for many MBE organizations, including the Asian and Pacific Islander Business Seminar, Merrill Lynch 100 Black Men Business Conference, Guyanese American Business and Professional Council Luncheon, Minority Contractors Association of New York, and Caribbean American Chamber of Commerce.

## ADVOCACY

- NYNEC has established high level contact with both state and federal officials responsible for ARRA projects. The NYNEC team has partnered in planning both B2Bs and information forums. With strong relationships in states including Connecticut, Maryland, Massachusetts, New Jersey, New York, Pennsylvania, and Virginia, and Puerto Rico, NYNEC has also secured several comprehensive reports from both federal and state agencies which track ARRA-related MBE and/or disadvantaged business enterprise (DBE) expenditures. Continued efforts for B2Bs and other strategies are underway.

- Mr. Davenport also continues in his role as Chairman of the New York City M/WBE Advisory Board, which he has held since 2005.

## **NEW YORK NEC AND FUNDED CENTERS 2009 BEST PRACTICES**

### ***Queens MBEC Surety Bonding Initiative***

The Queens MBEC continued to assist its construction clients through the New York State Bonding and Finance Initiative. The goal of the expanded program is to link the bonding and finance secured to actual procurement opportunities for MBE firms—especially those that are funded through the ARRA (stimulus funds). The 10-week program utilizes surety industry executives to conduct in-depth capacity assessments and a prescriptive plan for the clients. High-level training in the fundamentals of business management with a tailored curriculum in construction accounting, contract law, and other disciplines targeted to the construction industry. Accountants that are capable of preparing the construction financial statement are suggested to the clients. The Center packages the clients' bonding applications, and submits them to the sureties. The successful program benefited four Queens MBEC clients \$10.82 million in bonding for the 2009 program year.

### ***Puerto Rico MBEC's ARRA Construction Focus***

PR MBEC staff participated in a conference addressed to the construction industry in relation to the ARRA funds projects, assisting 25 contractors. Five of these clients have been awarded contracts in the total amount of \$3,207,732.

### ***Washington, DC MBOC Federal Procurement Practice***

The Washington, DC MBOC utilizes the FedXcel Government Contract Intelligence Service to assist SBA 8a clients in finding and winning contracts through effective marketing intelligence. The service provides early opportunity identification, expiring contract intelligence, and subcontracting opportunities. FedXcel enables the MBOC client to obtain specific information to contact the 8a company awarded the contract, but unable to participate as a prime due to graduation from the program. The client has enough basic information to pursue the contract opportunity as a prime with the government purchaser directly. The tool is also helpful in managing "pipeline" opportunities. For the 2009 program year the MBOC assisted its clients in winning contracts for \$152,142,416.

### ***Pennsylvania MBEC's ARRA Outreach and Reporting***

NYNEC's Pennsylvania MBEC (PAMBEC) received a grant to operate the PAMBEC ARRA Project. In addition to mailings to 400 MBEs, the Center used social networking tools, including LinkedIn and Facebook, as well as the main PAMBEC Web site. As a result more than 70 MBE firms and 16 state and local federal agencies participated. The Center is working with DOTs regarding ARRA reports to obtain better measurement of MBE utilization under DOT ARRA projects. The goal is to increase subcontracting opportunities for MBEs that are DBE certified.

### ***Identify Major Construction Projects, Provide MBEs with MBDA Services, and Source them for B2Bs and Contract Awards***

The Manhattan and Bronx, and New Jersey Statewide MBECs provided a series of Business-to Buyer workshops to assist the Hartford Connecticut Metropolitan District (MDC) Clean Water Project's supplier diversity efforts. As a result the MBECs and NYNEC were instrumental in becoming the leading federal partner, resulting in a MOU with MDC and other Connecticut local, state, and federal agencies for other projects.

## **CONTRACTS AND FINANCIAL AWARDS, JOBS CREATED, AND ROI**

The tables below contain regional information on the dollar value of contracts awarded, the dollar value of financial transactions awarded, and the total dollar value of transactions awarded. Performance numbers also include the number of new jobs created and the number of new clients served. Transactional information by region is also provided showing funded projects by category, total MBDA investment, total transactions awarded, and ROI. Each region is further broken down by MBEC/NABEC, MBOC, and NEC Staff. Additional regional information is provided by client size, by source of funding, by minority group category, and by state. The following tables are specific to the NYNEC region.

**Table 52: Summary of New York NEC Funded Projects and NEC Staff Expenditures FY 2009 with Return on Investment (ROI)**

NEC Programs	Total Projects Funded FY 2009	Total NEC Project and Staff Expenditures FY 2009	Dollars in Transactions (rounded off) Obtained by Projects / MBDA Staff	Return on Investment by Program and Staff
MBEC	7	\$2.0M	\$458.7M	\$230
NABEC	0	\$0.0M	\$0.0M	\$0
MBOC	1	\$0.3M	\$120.3M	\$401
Sub-Totals	8	\$2.3M	\$579.0M	\$253
NEC Staff	—	\$1.1M	\$0.0M	\$0
<b>Total</b>	<b>8</b>	<b>\$3.4M</b>	<b>\$579.0M</b>	<b>\$173</b>

In FY 2009, MBDA funded eight projects in the NYNEC region; seven were MBECs and one was a MBOC. MBDA injected \$3.4 million into the NYNEC region generating \$579 million in closed transaction with an ROI of \$173.

**Table 53: New York NEC Performance Summary FY 2009**

Performance Goals	FY 2009 MBEC and NABEC			FY 2009 MBOC			New York Staff 2009		Total Performance	% of Total
	Goal	Actual	%	Goal	Actual	%	Goal	Actual		
Dollar Value of Contracts Awarded	\$125.2M	\$106.6M	(85%)	\$102.9M	\$110.6M	(107%)	N/A	\$0.0M	\$217.2M	95%
Dollar Value of Financial Transactions	\$83.6M	\$352.1M	(421%)	\$36.5M	\$9.7M	(27%)	N/A	\$0.0M	\$361.8M	301%
Total Dollar Value of Awarded Transactions	\$208.8M	\$458.7M	(220%)	\$139.3M	\$120.3M	(86%)	N/A	\$0.0M	\$579.0M	166%
Number of Contracts Awarded	N/A	160		N/A	69		N/A	N/A	229	
Number of Financial Transactions	N/A	34		N/A	12		N/A	N/A	46	
Total Number of Awarded Transactions	N/A	194		N/A	81		N/A	N/A	275	
Number of Jobs Created	515	492	(96%)	73	434	(595%)	N/A	N/A	926	157%
Number of New Clients	848	928	(109%)	166	214	(129%)	N/A	N/A	1,142	113%

The total dollar value of awarded transactions within the NYNEC region achieved \$579 million or 166 percent of the target for FY 2009. Financial transactions, \$361.8 million, far exceeded the projected goal of \$83.6 million. Contracts awarded, \$217.2 million, were just short of the projected goal of \$228.1 million. More jobs were created during FY 2009 (926) than had been targeted (588) and slightly more new clients (1,142) were served than had been projected (1,014).

**Table 54: New York NEC MBEC and NABEC Program Summary for FY 2009**

MBEC/NABEC Program Activities	FY 2009 Goals	Accomplishments	Percentage of Accomplishments
ROI: \$230			
Dollar Value of Contracts Awarded	\$125.2M	\$106.6M	85%
Dollar Value of Financial Transactions	\$83.6M	\$352.1M	421%
Total Dollar Value of Transactions	\$208.8M	\$458.7M	220%
Number of Contracts Awarded	N/A	160	—
Number of Financial Transactions	N/A	34	—
Total Number of Transactions	N/A	194	—
Number of Jobs Created	515	492	96%
Number of New Clients	848	928	109%

The MBEC and NABEC programs in NYNEC had an ROI of \$230. Total Dollar Value of Transactions reached \$458.7 million or 220 percent of the targeted goal. The program created 492 jobs while it served 928 new clients.

**Table 55: New York NEC MBOC Program Summary for FY 2009**

MBOC Program Activities	FY 2009 Goals	Accomplishments	Percentage of Accomplishments
ROI: \$401			
Dollar Value of Contracts Awarded	\$102.9M	\$110.6M	107%
Dollar Value of Financial Transactions	\$36.5M	\$9.7M	27%
Total Dollar Value of Transactions	\$139.4M	\$120.3M	86%
Number of Contracts Awarded	N/A	69	—
Number of Financial Transactions	N/A	12	—
Total Number of Transactions	N/A	81	—
Number of Jobs Created	73	434	595%
Number of New Clients	166	214	129%

This program was supported by one project in the NYNEC region. The MBOC program secured \$110.6 million in contracts and procurements and \$9.7 million in Dollar Value of Financial Transactions. In summary, 86 percent of the Total Dollar Value of combined transactions was achieved. The MBOC helped MBEs create 434 jobs and serve 214 new clients.

**Table 56: New York NEC Clients by Receipts as Reported by MBEC and NABEC Funded Projects FY 2009**

Atlanta Clients	Number of Contracts Secured	Value of Contracts	Number of Financials	Value of Financials	Total Number of Transactions	Total Dollar Value of Transactions
\$500K and Over	181	\$187.9M	40	\$345.4M	221	\$533.2M
\$500K and Under	48	\$29.3M	6	\$16.4M	54	\$45.7M
Receipts Not Reported	0	\$0.0M	0	\$0.0M	0	\$0.0M
<b>Total</b>	<b>229</b>	<b>\$217.2M</b>	<b>46</b>	<b>\$361.8M</b>	<b>275</b>	<b>\$579.0M</b>

Of the total number (275) of MBEs serviced by the MBECs in the NYNEC, 80 percent were SGI firms (\$500 thousand or more). These same MBEs also received the greater portion of the contracts (181) and financials (40) for a total of 221 transactions valued at \$533.2 million. In all, MBE clients in the NYNEC region secured \$579 million in total combined transactions.

**Table 57: New York NEC Number of Contracts Obtained by Source as Reported by Funded Projects FY 2009**

Source	Number of Contracts	Dollar Value of Contracts	Average Dollar Value of Contracts
Private Sector	105 (10.5%)	\$85.6M (5.0%)	\$0.8M
Federal Government	72 (7.2%)	\$89.9M (5.2%)	\$2.0M
State Government	22 (2.2%)	\$15.9M (0.9%)	\$0.7M
Local Government	23 (2.3%)	\$17.6M (0.8%)	\$0.3M
Other Entities	73 (7.3%)	\$53.7M (3.1%)	\$0.7M
<b>Total</b>	<b>295</b>	<b>\$262.7M</b>	<b>\$0.9M</b>

NYNEC assisted MBEs to secure a total of 295 contracts, valued at more than \$262 million. Most of these originated from the private sector (105), federal government (72), and Other Entities (73). Other Entities is defined as self-certifying business enterprises that (1) belong to multiple ethnicities, (2) identify themselves as minority subgroups not listed, or (3) are minority-owned organizations. The average dollar value of the total awards was \$0.9 million.

**Table 58: New York NEC Financing Obtained by Source FY 2009**

Source	Number of Awards	Dollar Value of Awards	Average Dollar Value of Awards
Private Sector	39 (8.0%)	\$335.8M (38.3%)	\$8.6M
Federal Government	2 (0.4%)	\$20.7M (2.4%)	\$10.4M
State Government	0 (0.0%)	\$0.0M (0.0%)	\$0.0M
Local Government	4 (0.8%)	\$3.3M (0.4%)	\$0.8M
Other Entities	1 (0.2%)	\$2.0M (0.2%)	\$2.0M
<b>Total</b>	<b>46</b>	<b>\$361.8M</b>	<b>\$7.9M</b>

The majority of financial transactions secured for MBEs by NEC originated in the private sector where there were 39 awards at a total value of \$335.8 million. The federal government facilitated two loans totaling \$20.7 million.

**Table 59: New York NEC Client Assistance by Minority Group in FY 2009  
MBEC, NABEC and MBOC Programs**

Client Category	No. of Clients	Hours of M&TA	No. of Contracts Secured	Dollar Value of Contracts	No. of Financial Transactions	Dollar Value of Financials	Total Value of Transactions
African American	587	8,985 (11%)	145	\$166.3M (10%)	26	\$316.2M (36%)	\$482.5M
Asian American	27	284 (0%)	0	\$0.0M (0%)	2	\$5.1M (1%)	\$5.1M
Asian Indian Amer.	58	737 (1%)	11	\$10.8M (1%)	3	\$4.1M (1%)	\$14.9M
Asian Pacific Amer.	55	510 (1%)	3	\$0.9M (0%)	3	\$2.1M (0%)	\$3.0M
Hispanic Amer.	85	618 (1%)	5	\$1.3M (0%)	0	\$0.0M (0%)	\$1.3M
Puerto Rican	174	1,416 (2%)	36	\$18.4M (1%)	8	\$31.9M (4%)	\$50.3M
Aleuts	2	37 (0%)	0	\$0.0M (0%)	0	\$0.0M (0%)	\$0.0M
Eskimo	0	0 (0%)	0	\$0.0M (0%)	0	\$0.0M (0%)	\$0.0M
Native American	7	54 (0%)	0	\$0.0M (0%)	0	\$0.0M (0%)	\$0.0M
Other Minority	30	362 (0%)	0	\$0.0M (0%)	0	\$0.0M (0%)	\$0.0M
Hasidic Jew	131	2,404 (3%)	30	\$17.4M (1%)	2	\$2.1M (0%)	\$19.5M
<b>Total Identified in Performance System</b>	<b>1,156</b>	<b>15,407</b>	<b>230</b>	<b>\$215.1M</b>	<b>44</b>	<b>\$361.5M</b>	<b>\$576.6M</b>

A total of 1,156 clients received management and technical assistance in the NYNEC region. African American MBEs (587) received 8,985 hours of M&TA; while Puerto Rican MBEs (174) received 1,416 hours of M&TA. Hasidic Jewish MBEs (131) received the second largest number (2,404) of M&TA. African American MBEs were able to secure the most contracts (145) valued at \$166.3 million and the highest number of financial transactions (26) valued at \$316.2 million.

**Table 60: New York NEC Assistance Rendered by State  
as Reported by Funded Programs for FY 2009**

NEC	Number of Clients	Hours of M&TA	Financing		Contracts		Total Dollars	Jobs Created
			#	\$	#	\$		
Connecticut	14	120	0	\$0.0M	0	\$0.0M	\$0.0M	0
Delaware	1	3	0	\$0.0M	0	\$0.0M	\$0.0M	0
District of Columbia	81	1,085	2	\$1.1M	30	\$16.7M	\$17.8M	16
Maine	1	2	0	\$0.0M	0	\$0.0M	\$0.0M	0
Maryland	163	3,223	23	\$308.2M	86	\$105.4M	\$413.6M	432
Massachusetts	2	11	0	\$0.0M	0	\$0.0M	\$0.0M	0
New Hampshire	1	16	0	\$0.0M	0	\$0.0M	\$0.0M	0
New Jersey	108	1,338	28	\$145.9M	23	\$14.6M	\$14.6M	23
New York	399	3,718	7	\$10.0M	48	\$38.7M	\$48.8M	85
Pennsylvania	95	2,445	3	\$10.1M	3	\$11.1M	\$21.2M	122
Puerto Rico	189	1,785	10	\$32.1M	37	\$18.5M	\$50.6M	33
Virginia	116	2,036	1	\$0.3M	3	\$10.0M	\$10.3M	25
West Virginia	3	35	0	\$0.0M	0	\$0.0M	\$0.0M	0
<b>Total</b>	<b>1,173</b>	<b>15,817</b>	<b>74</b>	<b>\$507.7M</b>	<b>230</b>	<b>\$215.0M</b>	<b>\$576.9M</b>	<b>736</b>

The largest concentration of MBEs served was based in New York State (399), while Puerto Rico followed with 189. New York MBEs were rendered 3,718 hours of M&TA; Maryland MBEs followed with 3,223 hours. Of the 74 total financing transactions that the funded projects secured for their MBEs, 28 were secured for MBEs in New Jersey valued at \$145.9 million. Again, Maryland followed with 23 transactions valued at over \$308 million. The average dollar value of the loans or bonds were larger overall in the region. Likewise in Maryland, MBEs were also assisted in securing 86 contracts valued at \$105.4 million. More jobs were created in Maryland than any other state in the NYNEC.

# San Francisco National Enterprise Center 2009 Highlights

## SAN FRANCISCO NEC (SFNEC)

Collectively the SFNEC Staff has over 150 years of work experience in the minority business development arena:

- **Linda Marmolejo**, Regional Director
- **Salvador Enríquez**, Chief, Business Development
- **Maria Acosta**, Los Angeles Area Manager
- **Sean Subas**, Senior Business Development Specialist
- **Otis Turner**, Senior Business Development Specialist
- **Albert Eskenazi**, Senior Business Development Specialist
- **Iris Goode**, Senior Business Development Specialist
- **Mark McComas**, Administrative Program Specialist
- **Terrenz Phan**, Administrative Program Assistant

## ACCESS TO CONTRACT TRANSACTIONS

Each fiscal year SFNEC prides itself on the impact its work has had on the well being of MBEs on the West Coast. For FY 2009, the SFNEC followed through on President Obama's commitment to support minority business entrepreneurship during the economic recovery. The SFNEC team assisted with securing a record half a billion dollars (\$503 million) in contracts and financial transactions for minority-owned firms.

## ADVOCACY

Throughout FY 2009, the San Francisco REC made great strides to improve and strengthen its relationships with elected officials throughout the West Coast in order to create, promote, and/or attend workshops and seminars to raise awareness on MBDA's mission and programs as well as to educate the general public on the ARRA. During the course of the year, SFNEC participated in over a dozen workshops related to ARRA in the western United States, including Alaska and Hawaii. Additionally, SFNEC became a valuable resource to various Congressional representatives on matters involving minority business entrepreneurship and access to capital initiatives. More than ever, SFNEC serves as a federal government resource to ensure MBEs have access to federal procurement opportunities.

## KEY AGENCY INITIATIVES

- San Francisco MED Week
- Winners Circle
- B2Bs
- Access to Capital and Access to Contracts
- International Trade Initiative
- Guam Initiative

## SAN FRANCISCO MED WEEK

**MED Week:** August 21, 2009

**Attendees:** 500

**Gala Emcee:** Janice Edwards, NBC News, Bay Area

On Friday, August 21, 2009, the SFNEC held its Annual MED Week Celebration and Awards Banquet with the theme "Energizing the American Economy with Minority Business Enterprises." This was quite an accomplishment considering that the economy was the worst it has been in several decades. The challenge was to raise the \$90,000 in sponsorship funds to have a successful event. Together with its professional fundraiser and referrals from SFNEC business development specialists, SFNEC was able to organize one of the best awards gala ever. The major sponsors included Lockheed Martin Space Systems Company, VISA USA, Inc., AT&T, Chevron, Northrop Grumman Corporation, East Bay Municipal Utility District, State Street Corporation, Securematics, and Cisco Systems, Inc. MBE sponsors included Yerba Buena Engineering & Construction, Inc., Rubecon General Construction, Inc., and OneSource Distributors.

## SAN FRANCISCO WINNERS CIRCLE

SFNEC took a different approach with the traditional B2B concept, and developed "The Winners Circle" for FY 2009. The Winners' Circle forum was created wherein only MBE award winners, both past and current, made business presentations to the San Francisco MED Week major corporate sponsors, including AT&T, VISA, Lockheed, Perini Construction, Cisco and PG&E. MBEs were assisted and prepared for their pitching session and corporate sponsors responded favorably to the new format. Eight MBE MED

Week award winners made presentations. Following the formal presentations, corporate sponsors had the opportunity to meet one-on-one with selected MBEs. Seven of the MBEs were identified by corporate sponsors as prospective suppliers.

**SAN FRANCISCO MED WEEK  
REGIONAL AWARD WINNERS**

**Gala Attendees:** 500

**Gala Emcee:** Janice Edwards of NBC News Bay Area

**Keynote Address:** Dr. Failautusi Avegalio

- **Regional Construction Firm of the Year:**  
Ruben A. Santana, President, Rubecon General Contracting, Inc.
- **Regional Manufacturing Firm of the Year:**  
Robert Garcia, President and CEO, R.W. Garcia, Inc.
- **Regional Retail Firm of the Year:**  
Ricardo Mora, President and CEO, Real Tacos 1, LLC
- **Regional Service Firm of the Year:**  
Wanda Williford, CEO, Native American Technology Corporation
- **Regional Technology Firm of the Year:**  
Ted C. Mesa, President and CEO, Pointandship Software, Inc.
- **Regional Supplier Diversity of the Year:**  
Stephen P. Tolton, President and CEO, PetroCard Services, Inc.
- **Regional Minority Business Advocate of the Year:**  
Dr. Failautusi Avegalio, Jr., Director of Pacific Business Center
- **SFNEC Minority Green Firm of the Year:**  
Karl Thomas, CEO, Clarus Technologies, LLC
- **Distinguished Supplier Diversity Award:**  
Joan Kerr, Executive Director, Supplier Diversity Program, AT&T, Inc.
- **Minority Media Award:**  
Diane Howell (1950-2009), Publisher, *Black Business Listings* Newspaper
- **SFNEC Lifetime Achievement Award:**  
Alberto G. Alvarado, SBA District Director, Los Angeles District Office

**B2Bs**

One of the best B2B conferences was coordinated in late FY 2009, through the joint efforts of the SFNEC, LAREC, NorCal MBEC, LA MBEC, AZ NABEC, and IE MBEC with over 100 attendees. It showcased two roundtables: (1) Public Agencies – Metropolitan Water District of Southern California (Contract/Compliance Officer), City of San Diego (Director of Purchasing/Contracting and the Senior Procurement Specialist), and the City of Baldwin Park (City Engineer); and (2) Prime Contractors – Skanska (Community Program Manager), Rados (General Engineering Contractor), and Sundt Construction (Project Manager and Project Engineer). After the B2B, the IE MBEC held its 2009 MBE Award Reception and honored five of its MBE clients.

**ACCESS TO CAPITAL**

The LAREC team took the lead in coordinating and planning five successful Access to Capital workshops during FY 2009. Two of these workshops were a direct request by Rep. Grace Napolitano and Rep. Diane Watson. The other three workshops were requested by the City of Commerce, the Alhambra Asian Chamber, and the Pacific Asian Revolving Loan Program. These five workshops were coordinated in collaboration with the SBA, community leaders, as well as local financial institutions. All five workshops drew participation of over 150 attendees, resulting in over 750 MBEs receiving critical information on the ARRA as well as lending activities and requirements in Southern California. The purpose of these workshops was two fold: (1) educate the business community on the ARRA and lending activities and practices during the economic downturn, and (2) assist MBEs in identifying banks that were actually lending during the recession. Due to the current sluggish economy and tightening of credit, the LAREC put together a team of lenders that included mainstream, second tier, city, and community lenders to assist in processing loans on behalf of MBE clients. LAREC staff also solicited SBA to assist in working on loans placed with SBA certified lenders. This process worked as the LAREC was able to close \$7.4 million in very complex loans during hard economic times.

**ACCESS TO CONTRACTS**

SFNEC has helped Mastech, one of its strategic MBEs to diversify into non-IT/business space of the healthcare domain by locating appropriate MBE partners for a team to respond to an RFP from one of its prestigious West Coast-based healthcare clients. The RFP

required nationwide services in two specific areas: (1) staff augmentation in project management and business analysis, and (2) staff augmentation in financial analysis, auditing, Sarbanes-Oxley compliance, and Six Sigma processes. Mastech knew that its strong capability and presence in these areas could be strengthened further by partnering with more organizations with additional specializations. SFNEC assisted Mastech in locating and working with several MBEs who had complementary capabilities. Mastech's client responded favorably to Mastech including other diverse suppliers in its proposal. Mastech received a \$92 million IDIQ contract on June 29, 2009. Mastech is looking forward to solidifying its presence in, and increasing its contribution to, the healthcare industry. In particular, SFNEC is working with Mastech in making a strong thrust in the EHR (electronic health records) sector. This is an area where approximately \$19 billion is available from the ARRA.

In 2009, an MBE client that was directly assisted by SFNEC was Rubecon General Contracting, who was also selected as the National MED Week Construction Firm of the Year. This particular construction company was bottlenecked due to its bonding limits and lost some very profitable contracts as a result. SFNEC assisted Rubecon in increasing its bonding capacity from \$10 million to \$20 million. With the higher bonding limit, the company was successful in bidding a \$14 million subcontract to Webcor, another SFNEC client, at San Francisco General Hospital. SFNEC has continued to steward the relationship between Rubecon and Webcor which has resulted into the two companies' exploration of a mentor-protégé arrangement. This relationship has also positioned Rubecon as one of the principal subcontractors with Webcor should the company win the \$4 billion major award contract (MAC) in Guam.

### **INTERNATIONAL TRADE INITIATIVE**

For FY 2009, SFNEC has been engaged in activities to open Australian markets to MBEs. In this regard, SFNEC supported an Australian initiative to launch a program to achieve economic parity for Australian Indigenous businesses. Inasmuch as there are very few Indigenous businesses with size and capacity to perform on corporate or government contracts, SFNEC will partner Australian Indigenous businesses with successful MBEs from all over the United States. Key relationships in both the private sector and the government sector of Australia have been established to support this initiative. Two MBEs have already been identified as potential partners of Indigenous companies in Australia.

### **GUAM INITIATIVE**

In April 2008, SFNEC attended Guam Industry Forum III. Contacts were made with key stakeholders, including local businesses, the Governor and other government officials, the University of Guam and its small business support units (SBDC, PTAC), the Bank of Guam, and various representatives of companies pursuing opportunities from the military build-up. The trip was concluded with the recommendation that MBDA establish an office in GUAM to be more effective in facilitating increased participation of minorities in the contracting process. No action has been taken on this recommendation. Since the forum, SFNEC has participated in monthly meeting of the Western Region Federal Regional Council and its task force on Guam. The first of four MACs have been let. Of the nine probable bidders for one of the MACs, SFNEC has already established relationships with three—Bechtel, Webcor, and Perini/Black Construction—to assist in development of their small business plan. Outreach was scheduled to begin in January 2010. One of SFNEC's clients, Agbayani Construction, has already been awarded a contract in partnership with Chugach, an Alaska Native corporation, for approximately \$230 million. Related to this same contract, SFNEC has been successful in assisting a local Guam firm being included in the bidding process of Chugach, where it had been previously excluded. This could result in the company salvaging a minimum potential loss in revenue of hundreds of thousands of dollars, and the possibility of generating a profit.

### **LACK OF CREDIT AFFECTING MBES (AND SFNEC'S RESPONSE TO THE SITUATION)**

With the economic downturn seriously affecting all Southern California MBEs throughout 2009, the LAREC has solicited the assistance of SBA to assist the Agency in following up on several loans being "slowly processed" and/or declined by some SBA certified lenders. These loans were being slowly processed or declined due to the lack of secondary market funds. One of these loans was a credit for New Construction Car Wash (\$3 million) that was declined by one and then later approved by another SBA certified lender, thanks to MBDA/LAREC's intervention. Another example of this collaboration was a manufacturer of paper products, where the loan processed by an SBA 504 lender had been dragging out by several months. When SBA and the LAREC got involved, the loan was approved for approximately \$2.5 million. These are two examples of this collaboration that has directly assisted MBDA's constituents. During FY 2009, LAREC has also joined in

a partnership with the Bank of the West, part of the French conglomerate BNP Paribas. Bank of the West was SBA certified but has not chosen to work this lending program, as they preferred to process their loans under their conventional loan program. LAREC brought two loans to this bank and offered assistance on how to utilize the SBA loan program to work these loans. LAREC worked with two underwriters, and with SBA in processing these loans. LAREC was instrumental in assisting Bank of the West in closing these two loans, due to their perseverance with SBA and their assistance in the restructuring of these loans under SBA guidelines and procedures for approval.

### OTHER ADVOCACY ACTIVITIES

In conjunction with U.S. Senator Barbara Boxer's office, SFNEC and LAREC organized and participated in the ARRA, Federal Grants, and Resources Workshops held in San Francisco and Wilmington, CA. Federal agency representatives from the Los Angeles region gave brief overviews to the constituents at the workshops; held one-on-one discussions with participants about grants, loans, and program services; and, provided informational materials at the representatives' designated tables. There were over 110 attendees at each event.

For the past three years, LAREC has had a partnership with Costco's diversity program managers from their headquarters office in Seattle, WA, and has been instrumental in brokering with Costco to bring their "Vendor Fair – B2B" to the New York and Dallas regions. The purpose of these vendor fairs is to educate MBEs on how to work with and sell to Costco. NYNEC reported a successful vendor fair for their MBEs. Through LAREC's efforts, two SGI clients are selling their product(s) at Costco's warehouses.

SFNEC has continued to perfect the development of the MBE consortia, which if realistically constituted and intensely managed, can provide many benefits to its members. While the obvious goal is to bid and win contracts as a group, other benefits often come sooner, e.g., sub-groups within the consortium may assist each other to improve their business capability, cross-referrals of opportunities outside the scope of the consortium. Considerable progress was made in FY 2009 with three consortia, which should be able to obtain substantial contracts from projects under the ARRA for FY 2010: (1) "Communication Services for Remote Areas" (as part of "Broadband"). Broadband Technology Opportunities Program

(BTOP): a joint Initiative by the Department's National Telecommunications and Information Administration (NTIA) and USDA's Rural Utility Service (RUS); provides grants and loan programs to expand broadband services to rural and underserved areas and improve access to broadband by public safety agencies. A total of about \$ 9 billion is available from the ARRA; (2) EHR: About \$19 billion is available from the ARRA for health IT to implement electronic medical records systems for private hospitals and physicians, and public insurance programs such as Medicare and Medicaid; and (3) Green Construction: About \$100+ billion is potentially available from the ARRA. Most of these projects involve tunnel/highway construction and weatherization of residential homes.

Three to five MBEs are working with SFNEC, within each of these consortia. MBEs related to these consortia were awarded procurement transactions totaling \$93 million for FY 2009.

The 2009 Reservation Economic Summit (RES) is the premier American Indian economic and business development conference in the Nation. During the three-day conference and trade fair, SFNEC had the opportunity to meet with American Indian and Indigenous entrepreneurs, tribal leaders, and government and corporate executives and buyers seeking minority suppliers and contractors all in one setting. The conference has been a great venue for SFNEC to provide business development support to NABEC funded projects. There SFNEC has been successful in recruiting difficult MBEs to work with the funded projects, facilitate introductions to corporate and government buyers and representatives, as well as gain better information on the special challenges faced by Native American businesses. The National Center, operator of three NABECs, depends on SFNEC participation and support as a strategic partner.

### CONTRACTS AND FINANCIAL AWARDS, JOBS CREATED, AND ROI

The tables below contain regional information on the dollar value of contracts awarded, the dollar value of financial transactions awarded, and the total dollar value of transactions awarded. Performance numbers also include the number of new jobs created and the number of new clients served. Transactional information by region is also provided showing funded projects by category, total MBDA investment, total transactions awarded, and ROI. Each region is

further broken down by MBEC/NABEC, MBOC, and NEC Staff. Additional regional information is provided by client size, by source of funding, by minority group category, and by state. The following tables are specific to the SFNEC region.

**Table 61: Summary of San Francisco NEC Funded Projects and NEC Staff Expenditures FY 2009 with Return on Investment (ROI)**

NEC Programs	Total Projects Funded FY 2009	Total NEC Project and Staff Expenditures FY 2009	Dollars in Transactions (rounded off) Obtained by Projects / MBDA Staff	Return on Investment by Program and Staff
MBEC	7	\$2.4M	\$242.3M	\$101
NABEC	3	\$0.8M	\$108.3M	\$135
MBOC	1	\$0.3M	\$37.4M	\$125
Sub-Totals	11	\$3.2M	\$388.0M	\$121
NEC Staff	—	\$1.2M	\$114.4M	\$92
<b>Total</b>	<b>11</b>	<b>\$4.4M</b>	<b>\$502.4M</b>	<b>\$114</b>

In FY 2009, MBDA funded 11 projects in the SFNEC region; seven were MBECs, three were NABECs, and one was an MBOC. MBDA injected \$4.4 million into the SFNEC region generating \$502 million in closed transaction with an ROI of \$114.

**Table 62: San Francisco NEC Performance Summary FY 2009**

Performance Goals	FY 2009 MBEC and NABEC			FY 2009 MBOC			San Francisco Staff 2009		Total Performance	% of Total
	Goal	Actual	%	Goal	Actual	%	Goal	Actual		
Dollar Value of Contracts Awarded	\$134.8M	\$229.6M	(170%)	\$83.6M	\$31.4M	(38%)	N/A	\$107.3M	\$368.4M	73%
Dollar Value of Financial Transactions	\$86.0M	\$121.0M	(141%)	\$52.8M	\$6.0M	(11%)	N/A	\$7.1M	\$134.1M	27%
Total Dollar Value of Awarded Transactions	\$220.8M	\$350.6M	(159%)	\$136.4M	\$37.4M	(27%)	N/A	\$114.4M	\$502.5M	141%
Number of Contracts Awarded	N/A	282		N/A	59		N/A	N/A	341	
Number of Financial Transactions	N/A	93		N/A	7		N/A	N/A	100	
Total Number of Awarded Transactions	N/A	375		N/A	66		N/A	N/A	441	
Number of Jobs Created	628	689	(110%)	68	157	(231%)	N/A	N/A	846	122%
Number of New Clients	1,099	1,050	(196%)	159	497	(313%)	N/A	N/A	1,547	123%

The MBEC and NABEC program in SFNEC far exceeded its goals overall. The Total Dollar Value of Awarded Transactions was \$350.6 million, of which \$229.6 million was in contracts and \$121.0 million in financial transactions. The MBOC program secured \$31.4 million in contracts and \$6 million in financial transactions. MBOC assisted MBEs in creating 157 jobs or 231 percent of its goal. The MBEC was targeted to serve 159 new clients and in the end it served 497 or 313 percent of its goal. Seventy-three percent of all transactions secured in SFNEC were from contracts secured; while 27 percent were from financial transactions. In summary, SFNEC's funded projects secured half a billion dollars in combined awarded transactions. SFNEC staff was able to secure \$114.4 million in total dollar value of awarded transactions. They secured \$107.3 million in contracts and \$7.1 million in financial transactions. This boosted the region's total performance for FY 2009.

**Table 63: San Francisco NEC MBEC and NABEC Program Summary for FY 2009**

MBEC/NABEC Program Activities	FY 2009 Goals	Accomplishments	Percentage of Accomplishments
ROI: \$110			
Dollar Value of Contracts Awarded	\$134.8M	\$229.6M	170%
Dollar Value of Financial Transactions	\$86.0M	\$121.0M	141%
Total Dollar Value of Transactions	\$220.8M	\$350.6M	159%
Number of Contracts Awarded	N/A	282	—
Number of Financial Transactions	N/A	93	—
Total Number of Transactions	N/A	375	—
Number of Jobs Created	628	689	110%
Number of New Clients	1,099	1,050	96%

Through the numerous funded projects under these two programs (MBEC and NABEC), MBEs were assisted in securing more than \$350 million in finance and contracts. These projects exceeded their goals in both dollar value of contracts awarded (170 percent) and dollar value of financial transactions (141 percent). In summary, the projects helped to create 689 jobs while assisting 1,050 new clients.

**Table 64: San Francisco NEC MBOC Program Summary for FY 2009**

MBOC Program Activities	FY 2009 Goals	Accomplishments	Percentage of Accomplishments
ROI: \$401			
Dollar Value of Contracts Awarded	\$83.6M	\$31.4M	38%
Dollar Value of Financial Transactions	\$52.8M	\$6.0M	11%
Total Dollar Value of Transactions	\$136.4M	\$37.4M	27%
Number of Contracts Awarded	N/A	59	—
Number of Financial Transactions	N/A	7	—
Total Number of Transactions	N/A	66	—
Number of Jobs Created	68	157	231%
Number of New Clients	159	497	313%

MBDA funds one MBOC in the SFNEC region. This year the MBOC's ROI was \$125 million. The project exceeded the Number of Jobs Created and the Number of New Clients, 68 and 159, respectively.

**Table 65: San Francisco NEC Clients by Receipts as Reported by MBEC and NABEC Funded Projects FY 2009**

Atlanta Clients	Number of Contracts Secured	Value of Contracts	Number of Financials	Value of Financials	Total Number of Transactions	Total Dollar Value of Transactions
\$500K and Over	305	\$322.7M	77	\$121.0M	382	\$353.6M
\$500K and Under	36	\$28.4M	22	\$5.8M	58	\$34.2M
Receipts Not Reported	0	\$0.0M	1	\$0.3M	1	\$0.3M
<b>Total</b>	<b>341</b>	<b>\$261.1M</b>	<b>100</b>	<b>\$127.0M</b>	<b>441</b>	<b>\$388.0M</b>

Of the 441 transactions secured, 87 percent were secured by clients whose gross receipts were over \$500 thousand. The total dollar value of the combined transactions was over \$353 million.

**Table 66: San Francisco NEC Number of Contracts Obtained by Source as Reported by Funded Projects FY 2009**

Source	Number of Contracts	Dollar Value of Contracts	Average Dollar Value of Contracts
Private Sector	173 (17.3%)	\$99.7M (5.8%)	\$0.6M
Federal Government	44 (4.4%)	\$94.3M (5.5%)	\$1.9M
State Government	2 (0.2%)	\$0.1M (0.0%)	\$1.2M
Local Government	49 (4.9%)	\$13.3M (0.8%)	\$0.8M
Other Entities	73 (7.3%)	\$53.7M (3.1%)	\$0.7M
<b>Total</b>	<b>341</b>	<b>\$261.1M</b>	<b>\$1.3M</b>

Contracts obtained by source within SFNEC totaled 341 transactions valued at over \$260 million. Of the transactions noted in the table, 173 were obtained from the private sector at a value of \$99.7 million. Contracts obtained from the federal government were also significant within SFNEC, with 44 transactions at \$94.3 million.

**Table 67: San Francisco NEC Financing Obtained by Source FY 2009**

Source	Number of Awards	Dollar Value of Awards	Average Dollar Value of Awards
Private Sector	67 (13.7%)	\$104.2M (11.9%)	\$1.6 M
Federal Government	10 (2.0%)	\$17.0M (7.3%)	\$1.7 M
State Government	6 (1.2%)	\$6.2M (0.7%)	\$1.0 M
Local Government	0 (0.0%)	\$0.0M (0.0%)	\$0 M
Other Entities	17 (3.5%)	\$13.1M (1.5%)	\$0.8 M
<b>Total</b>	<b>100</b>	<b>\$140.5M</b>	<b>\$1.4 M</b>

Financing obtained by source in SFNEC totaled 100 transactions valued at \$187.5 million. Sixty-seven of the transactions were obtained from the private sector valued at \$104.7 million.

**Table 68: San Francisco NEC Client Assistance by Minority Group in FY 2009 MBEC, NABEC and MBOC Programs**

Client Category	No. of Clients	Hours of M&TA	No. of Contracts Secured	Dollar Value of Contracts	No. of Financial Transactions	Dollar Value of Financials	Total Value of Transactions
African American	411	4,877 (6%)	44	\$32.1M (2%)	18	\$11.0M (1%)	\$43.1M
Asian American	215	3,228 (4%)	16	\$24.1M (1%)	18	\$13.2M (2%)	\$37.3M
Asian Indian Amer.	51	782 (1%)	22	\$23.2M (1%)	3	\$3.3M (0%)	\$26.5M
Asian Pacific Amer.	115	1,633 (2%)	54	\$31.5M (2%)	13	\$5.6M (1%)	\$37.1M
Hispanic Amer.	398	5,216 (6%)	40	\$43.8M (3%)	20	\$68.3M (8%)	\$112.1M
Puerto Rican	6	102 (0%)	29	\$0.6M (0%)	0	\$0.0M (0%)	\$0.6M
Aleuts	0	0 (0%)	0	\$0.0M (0%)	0	\$0.0M (0%)	\$0.0M
Eskimo	3	29 (0%)	0	\$0.0M (0%)	0	\$0.0M (0%)	\$0.0M
Native American	267	4,055 (5%)	73	\$96.7M (6%)	22	\$23.9M (3%)	\$120.6M
Other Minority	76	1,061 (1%)	60	\$10.2M (1%)	5	\$1.2M (0%)	\$11.4M
Hasidic Jew	7	45 (0%)	0	\$0.0M (0%)	0	\$0.0M (0%)	\$0.0M
<b>Total Identified in Performance System</b>	<b>1,549</b>	<b>21,028</b>	<b>338</b>	<b>\$262.2M</b>	<b>99</b>	<b>\$126.5M</b>	<b>\$388.7M</b>

Of the 1,549 clients served in SFNEC, there were more African American clients (411), while Hispanic American clients followed in a close second (398). Native American clients followed in third place (267). These same clients received 4,877, 5,216, and 4,055 hours of M&TA, respectively. Of the total contracts (338) secured for the various ethnic groups, Native American clients secured the most contracts (73), valued at \$96.7 million. Hispanic Americans on the other hand were awarded 54 contracts valued at \$31.5 million, while African American clients secured 44 contracts valued at \$32.1 million. Financial transactions secured for the various ethnic minority groups totaled 99. Of this total, 22 were secured on behalf of Native Americans, valued at \$23.9 million. Hispanic American clients secured only 22 contracts valued at \$68.3 million.

**Table 69: San Francisco NEC Assistance Rendered by State as Reported by Funded Programs for FY 2009**

NEC	Number of Clients	Hours of M&TA	Financing		Contracts		Total Dollars	Jobs Created
			#	\$	#	\$		
Alaska	6	154	0	\$0.0M	0	\$0.0M	\$0.0M	0
Arizona	289	3,116	17	\$14.3M	28	\$35.8M	\$50.1M	196
California	938	12,972	42	\$82.9M	198	\$138.7M	\$221.5M	499
Hawaii	83	1,309	15	\$2.3M	7	\$32.4M	\$34.6M	36
Idaho	7	247	8	\$11.9M	2	\$5.1M	\$16.9M	13
Nevada	82	1,599	7	\$7.4M	12	\$35.0M	\$42.4M	47
Oregon	9	93	2	\$0.6M	3	\$2.8M	\$3.4M	5
Washington	135	1,579	8	\$7.3M	18	\$12.5M	\$19.9M	53
<b>Total</b>	<b>1,549</b>	<b>21,069</b>	<b>99</b>	<b>\$126.7M</b>	<b>268</b>	<b>\$262.3M</b>	<b>\$388.8M</b>	<b>849</b>

SFNEC serves an eight-state geographic area. Two of the states that it covers are outside the 48 contiguous states, Hawaii and Alaska. The SFNEC team served 1,549 clients and received M&TA totaling 21,069 hours. Most of the hours rendered were for MBEs in California (12,972). In this same state, MBEs were assisted in securing 42 financial transactions valued at over \$82 million and 198 contracts valued at over \$138 million. In total, over \$221 million was secured for MBEs in California. This helped to create 499 jobs. Arizona was second to California.

## The MBDA Efficiency Measure

**T**he MBDA Efficiency Measure reflects the Return on the Agency Investment (ROAI) which is identified in the budget allocation for the fiscal year. In FY 2009, MBDA's total budget was \$29.8 million, up from FY 2008 when it was \$28.6 million.

The ROAI represents the total dollars in award transactions (contracts and financials) obtained for clients divided by the total Agency budget allocation (\$29.8 million). MBDA was able to achieve an ROAI of \$91, up from \$74 in FY 2008. MBDA uses this same formula to calculate the ROAI for each NEC, as well as for each program (MBEC, NABEC, and MBOC). MBDA believes that this is a fair process for measuring how federal funds are being spent and whether the funds are achieving their intended allocation. In summary, MBDA management and staff continue to make every effort to improve organizational effectiveness and efficiency as it relates to delivering quality services to the minority business community.

## Long-Term Performance Measure

As part of the MBDA Strategic Plan, the Agency identified the increase of client firms, gross receipts, and job creation as its primary long-term measures if it were to reach parity with the minority population growth. MBDA's vision is that by assisting clients to obtain new opportunities, minority businesses will grow, gross receipts will increase, and more employees will be hired as new jobs are created. This means of measurement is supported by the MBDA SGI and by the Summary of Business Owners, prepared by the Census Bureau every five years. This Census Bureau report shows the growth of minority firms compared to all U. S. firms. In the 2002 report, minority firms increased 35 percent compared to 10 percent for all firms. MBDA encourages MBEs to form joint ventures to successfully bid for larger prime contract awards. In FY 2009, 83.4 percent of all transactions obtained by minority firms who were assisted by MBDA funded projects went to SGI firms. This is slightly lower than what was reported in FY 2008—83.6 percent. The total dollar value of transactions that were obtained for SGI firms in FY 2009 was \$2,434.7 or 93.7 percent of the total dollar value of transactions secured.

## Project Effectiveness Measurement

Management and field staff continued to review the status of its funded projects on a weekly basis. Electronic reports were produced using the Agency's performance database system. Quarterly desk assessments and semi-annual evaluation reports were conducted to track reported progress. Verification of closed transactions was conducted as required by Agency policy. The NECs tracked performance that fell behind schedule or the target goal. They developed intervention plans and worked closely with projects which were not performing to par. MBDA developed a project rating system which supported the Federal Funding Opportunity (FFO) requirements. Projects were rated annually and those that met a satisfactory rating of 80 percent were renewed and those that did not were re-advertised in FY 2009.

# Appendices



**Table 70: MBDA Accomplishments During the Last Nine Years**

Performance Measures	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
Total Number of Clients Served	New	5,600	7,647	29,583	18,500	20,223	Retired	Retired	Retired
Number of Contracts Secured	New	New	3,492	2,475	2,257	913	Retired	Retired	Retired
Dollar Value of Contract Awards*	\$1.6B	\$1.3B	\$0.7M	\$1.0B	\$1.07B	\$1.171B	\$1.2B	\$1.034B	\$2.125B
Number of Financial Awards Secured	1.55	1,512	539	679	483	275	Retired	Retired	Retired
Dollar Value Financial Awards Secured*	\$0.6M	\$0.4M	\$0.6M	\$0.6M	\$0.602M	\$0.407M	\$575M	\$1.089B	\$0.912B
Number of Employee Training Hours	New	9,817	9,874	7,446	7,175	4,560	Retired	Retired	Retired
Number of National And Regional Strategic Partnerships	New	6	6	231	231	231	220	220	220
Number Jobs Created*	New	New	New	New	2,270	4,254	2,751	5,316	4,134
Percent Client Gross Receipts (+ or -)	New	New	New	New	+30%	6.2%	5%	6%	6%*
Percent Increase in American Customer Satisfaction Index	New	New	57	N/A	+13%(68)	N/A	72%	N/A	67%

\*This is an estimate and the data for this measure within the MBDA performance system is currently under review.

**Table 71: MBDA Assistance by State in FY 2009 as Reported by MBEC, NABEC and MBOC Programs**

State	NEC Region	MBEs Assisted	Hours of Assistance	# Financings	\$ Financings	# Contracts	\$ Contracts	Total Dollars	Jobs Created
Alabama	Atlanta	124	6,430	7	\$12.05M	19	\$14.26M	\$26.30M	67
Alaska	San Francisco	6	154	0	\$0.00M	0	\$0.00M	\$0.00M	0
Arizona	San Francisco	289	3,116	17	\$14.30M	28	\$35.78M	\$50.09M	19
Arkansas	Dallas	2	26	0	\$0.00M	0	\$0.00M	\$0.00M	1
California	San Francisco	938	12,972	42	\$82.86M	198	\$138.66M	\$221.53M	49
Colorado	Dallas	7	6	0	\$0.00M	0	\$0.00M	\$0.00M	0
Connecticut	New York	14	120	0	\$0.00M	0	\$0.00M	\$0.00M	0
Delaware	New York	1	3	0	\$0.00M	0	\$0.00M	\$0.00M	0
District of Columbia	New York	81	1,085	2	\$1.05M	30	\$16.72M	\$17.77M	106
Florida	Atlanta	1,031	6,157	130	\$33.08M	26	\$130.56M	\$163.64M	396
Georgia	Atlanta	116	1,848	9	\$17.66M	14	\$19.48M	\$37.14M	189
Hawaii	San Francisco	83	1,309	15	\$2.26M	77	\$32.36M	\$34.62M	36
Idaho	San Francisco	7	247	8	\$11.85M	2	\$5.07M	\$16.92M	13
Illinois	Chicago	349	4,912	13	\$24.97M	44	\$330.15M	\$355.12M	157
Indiana	Chicago	132	1,911	6	\$5.87M	8	\$1.05M	\$6.92M	45
Iowa	Chicago	6	172	0	\$0.00M	4	\$13.72M	\$13.72M	0
Kansas	Chicago	3	19	0	\$0.00M	0	\$0.00M	\$0.00M	0

(continued on next page)

**Table 71: MBDA Assistance by State in FY 2009  
as Reported by MBEC, NABEC and MBOC Programs (continued)**

State	NEC Region	MBEs Assisted	Hours of Assistance	# Financings	\$ Financings	# Contracts	\$ Contracts	Total Dollars	Jobs Created
Kentucky	Atlanta	2	8	0	\$0.00M	0	\$0.00M	\$0.00M	0
Louisiana	Dallas	201	1,928	12	\$5.28M	62	\$128.39M	\$133.67M	240
Maine	New York	1	2	0	\$0.00M	0	\$0.00M	\$0.00M	0
Maryland	New York	163	3,223	23	\$308.24M	86	\$105.35M	\$413.58M	432
Massachusetts	New York	2	11	0	\$0.00M	0	\$0.00M	\$0.00M	0
Michigan	Chicago	219	2,052	2	\$0.30M	13	\$23.41M	\$23.71M	0
Minnesota	Chicago	4	49	0	\$0.00M	0	\$0.00M	\$0.00M	0
Mississippi	Atlanta	50	2,957	3	\$3.69M	20	\$27.70M	\$31.39M	45
Missouri	Chicago	40	1,724	2	\$0.77M	10	\$9.85M	\$10.62M	28
Montana	Dallas	1	2	0	\$0.00M	0	\$0.00M	\$0.00M	0
Nevada	San Francisco	82	1,559	7	\$7.39M	12	\$35.03M	\$42.42M	47
New Hampshire	New York	1	16	0	\$0.00M	0	\$0.00M	\$0.00M	0
New Jersey	New York	108	1,338	0	\$0.00M	23	\$14.63M	\$14.63M	23
New Mexico	Dallas	229	2,411	28	\$145.87M	37	\$415.85M	\$561.72M	214
New York	New York	399	3,718	7	\$10.02M	48	\$38.74M	\$48.77M	85
North Carolina	Atlanta	133	2,088	7	\$38.55M	20	\$4.42M	\$42.97M	53
North Dakota	Dallas	39	806	7	\$9.35M	9	\$10.96M	\$20.31M	50
Ohio	Chicago	9	11	0	\$0.00M	0	\$0.00M	\$0.00M	0
Oklahoma	Dallas	102	1,360	11	\$2.62M	53	\$18.46M	\$21.07M	163
Oregon	San Francisco	9	93	2	\$0.57M	3	\$2.84M	\$3.42M	5
Pennsylvania	New York	95	2,445	3	\$10.14M	3	\$11.08M	\$21.22M	122
Puerto Rico	New York	189	1,785	10	\$32.11M	37	\$18.52M	\$50.63M	133
South Carolina	Atlanta	75	1,580	7	\$18.93M	40	\$13.15M	\$32.08M	166
South Dakota	Dallas	9	540	2	\$1.26M	5	\$1.64M	\$2.91M	0
Tennessee	Atlanta	24	86	1	\$0.08M	0	\$0.00M	\$0.08M	0
Texas	Dallas	560	8,073	96	\$67.16M	47	\$81.17M	\$148.33M	545
Utah	Dallas	1	22	0	\$0.00M	0	\$0.00M	\$0.00M	0
Virginia	New York	116	2,036	1	\$0.25M	3	\$10.04M	\$10.29M	25
Washington	San Francisco	135	1,579	8	\$7.33M	18	\$12.52M	\$19.85M	53
West Virginia	New York	3	35	0	\$0.00M	0	\$0.00M	\$0.00M	0
Wisconsin	Chicago	49	1,427	1	\$0.25M	3	\$0.48M	\$0.73M	0

## Acronyms

**AAPI** – Asian American and Pacific Islanders

**ARRA** – American Recovery and Reinvestment Act

**B2B** – Business-to-Business

**CFO** – Chief Financial Officer

**DOC** – Department of Commerce

**EBLS** – Emerging Business Development Summit

**EMBL** – Emerging Minority Business Leaders

**FMFIA** – Federal Manager's Financial Integrity Act

**GPRA** – Government Performance and Results Act

**GSA** – General Services Administration

**ICIC** – Initiative for a Competitive Inner City

**IDIQ** – Indefinite Delivery, indefinite Quantity

**KM** – Knowledge Management

**M&TA** – Management & Technical Assistance

**MBDA** – Minority Business Development Agency

**MBE** – Minority Business Enterprise

**MBEC** – Minority Business Enterprise Center

**MBOC** – Minority Business Opportunity Center

**MDCP** – Model Contractor

**MED Week** – Minority Enterprise Development Week

**MOU** – Memorandum of Understanding

**NABEC** – Native American Business Enterprise Center

**NEC** – National Enterprise Center

**NTIA** – National Telecommunications & Information Administration

**OBD** – Office of Business Development

**OFMPPE** – Office of Financial Management, Project and Program Evaluation

**OMB** – Office of Management and Budget

**OPIC** – Overseas Private Investment Corporation

**PART** – Program Assessment Rating Tool

**PMA** – President's Management Agenda

**ROAI** – Return on the Agency Investment

**ROI** – Return on Investment

**SGI** – Strategic Growth Initiative

**VERA** – Voluntary Early Retirement Authority

**VSIP** – Voluntary Separation Incentive Program

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