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BUYING POWER • AMERICAN INDIAN AND ALASKA NATIVE: 237 THOUSAND COMPANIES • \$34 BILLION IN ECONOMIC OUTPUT • 1.9 MILLION JOBS CREATED • \$509 BILLION IN BUYING POWER • HISPANIC: 2.3 MILLION COMPANIES • \$351 BILLION IN ECONOMIC OUTPUT • 910 THOUSAND JOBS CREATED • \$910 BILLION IN BUYING POWER • AMERICAN INDIAN AND ALASKA NATIVE: 237 THOUSAND COMPANIES • \$34 BILLION IN ECONOMIC OUTPUT • 1.9 MILLION JOBS CREATED • \$509 BILLION IN BUYING POWER

# AMERICA: Built to Last

BUYING POWER • AFRICAN AMERICAN: 1.9 MILLION COMPANIES • \$136 BILLION IN ECONOMIC OUTPUT • 910 THOUSAND JOBS CREATED • 185 THOUSAND JOBS CREATED • \$65 BILLION IN BUYING POWER • ASIAN: 1.5 MILLION COMPANIES • \$506 BILLION IN ECONOMIC OUTPUT • 1.9 MILLION JOBS CREATED • \$978 BILLION IN BUYING POWER • AFRICAN AMERICAN: 1.9 MILLION COMPANIES • \$136 BILLION IN ECONOMIC OUTPUT • 910 THOUSAND JOBS CREATED • 185 THOUSAND JOBS CREATED • \$65 BILLION IN BUYING POWER • AMERICAN INDIAN AND ALASKA NATIVE: 237 THOUSAND COMPANIES • \$34 BILLION IN ECONOMIC OUTPUT • 1.9 MILLION JOBS CREATED • \$509 BILLION IN BUYING POWER



## Annual Performance Report Fiscal Year 2011

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Requests for additional copies of the MBDA Annual Performance Report should be sent to [public\\_affairs@mbda.gov](mailto:public_affairs@mbda.gov).

This report also available online at [www.mbda.gov/main/budget-performance](http://www.mbda.gov/main/budget-performance).

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## Message to the Nation

Three years ago, President Obama began transforming the Federal government with the goal of making it more efficient, effective, and responsive. This effort was undertaken for a simple, yet profound reason—to create an economy built to last. The President also asked Federal agencies to focus on creating more jobs and greater economic opportunity with fewer resources. The Department of Commerce heeded the President's call, and under the leadership of Secretary of Commerce John Bryson, began to transform the Department into "One Commerce." The Minority Business Development Agency (MBDA), a job-creating agency, led Federal efforts to promote the growth and global competitiveness of America's minority business community. This community directly and indirectly provides over 16 million jobs for U.S. citizens, over \$1 trillion of annual economic output to the U.S. economy, and is the Nation's fastest growing business sector.

The following pages outline MBDA performance for Fiscal Year 2011 and for the 3-year period of the Obama Administration. I am pleased to report, that FY2011 marks the third consecutive year of record-breaking performance at MBDA and anchors the highest three-year performance period in the 43-year history of the agency.

Despite a challenging economic environment in FY2011, our team supported the creation of 5,787 new jobs by assisting minority-owned businesses in obtaining nearly \$4 billion in contracts and capital—a \$6 million increase over last year's record level. For the 3-year period of the Obama Administration and during the worst economic downturn since the Great Depression, we assisted minority-owned businesses in obtaining nearly \$11 billion in contracts and capital, creating 16,300 new jobs, and saving tens of thousands of existing jobs. This represents an outstanding 101% increase in contracts and capital over the prior 3-year period. Moreover, we registered a 20% increase in new jobs created over the prior 3-year period and a 36% increase in the number of companies assisted by the Agency.

We also increased operating efficiency as measured by Agency Return on Taxpayer Investment (ROI). For each year of the Obama Administration, ROI increased, culminating in a FY2011 ROI of 130x, the highest level in Agency history. In the year prior to the beginning of the Obama Administration, ROI stood at 70x.

The strong operating performance achieved by MBDA's management team and staff came during a year of substantial change. In FY2011, we focused heavily on a difficult agency-wide restructuring which will be completed in FY2012. Concurrently, we opened new MBDA Business Centers in Boston, Cleveland, Denver, Minneapolis, Riverside (CA),



Anchorage, and a new, first-of-its-type Federal Procurement Center in Washington, DC. We continued to support Administration and Department of Commerce initiatives, such as Strong Cities Strong Communities, the White House Interagency Task Force on Federal Contracting Opportunities for Small Businesses, and the President's Task Force on Puerto Rico's Status, among others. We established new and exciting strategic partnerships with the Republic of Turkey, Tremco and IBM, and expanded our support of minority-owned businesses in the area of export assistance.

In prior years, our staff received recognition for their outstanding contributions to government service and FY2011 was no different. For the second consecutive year, we were honored by DiversityBusiness.com as one of America's Top 50 business organizations for multicultural business opportunities, and our Agency was recognized as a collaborator in Paths to Making a Difference, a publication on Leadership in Government by Ernst & Young, LLP and Leadership, Inc.

The continued success of our Agency would not have been possible without the dedication and commitment of our senior management team, our staff, our MBDA Business Center partners and members of our National Advisory Council. I could not be more proud of their contributions. I want to give special recognition to National Deputy Director Alejandra Castillo, Associate Director for Global Business Development Alex Doñé, and Associate Director for Management Edith McCloud for their outstanding leadership. Moreover, I want to thank the entire staff of MBDA for a job well done! We are proud to be part of an Administration committed to you, the American people.

**David A. Hinson**  
National Director

## A Look Ahead

In FY2012, MBDA anticipates a solid year for the minority business community and a year of significant change for the Agency. As the U.S. economy emerges from a recessionary environment and capital becomes more available, we anticipate higher job creation from minority-owned businesses. For smaller minority-owned firms, balance sheet restrictions continue to provide the impetus for reliance on traditional organic growth strategies as the primary vehicle for expansion. Conversely, larger minority-owned businesses are more readily considering acquisitions as a vehicle for growth. Capital access, whether debt financing, equity financing or bonding, is still the primary factor limiting the growth of minority-owned businesses.

One area where we believe minority-owned firms will demonstrate increased performance in FY2012 is exporting. Today, minority-owned

firms are twice as likely to export as non-minority owned firms. With MBDA's new focus on providing export support services, along with the increased incidence of foreign-born Americans launching new businesses, and projected growth trends in foreign markets, the export activity of minority-owned businesses is a new and exciting bright spot for the U.S. economy.

### Record Performance Projected for FY2012

We also anticipate another year of record performance in terms of contract and capital access provided to minority-owned firms. Despite operating in an environment of continued budget reductions, MBDA is striving to generate \$4.5 billion in contracts and capital for

*Helping U.S. companies  
become more competitive  
internationally is a  
critical step to*

**“winning  
the  
future.”**

*—President Barack Obama*



FY2012—a 12.5 percent increase over current levels. Projected performance increases to new record highs are supported by what we believe will be a more favorable economic environment during the second half of FY2012. Concurrently, changes being made in the Agency to further enhance operating efficiency, coupled with new programs, will also support higher performance results.

## New MBDA Business Model

In FY2012, MBDA will complete its organizational consolidation. This restructuring entails closing regional administrative offices and centralizing operations in the Washington, DC headquarters. Cost savings from administrative office closures will allow the Agency to continue to fund the highly productive MBDA Business Center network, despite a budget reduction. Moreover, the restructuring will allow Federal employees to become more targeted in their business development activities. In the past, MBDA field employees were primarily responsible for overseeing the business center network from an administrative standpoint, ensuring that this critical network functioned smoothly and efficiently. This task was followed by general stakeholder outreach activity and MBDA client transaction support.

The new operating model will allow MBDA employees to focus almost exclusively on business development and client support through four newly developed units.

The new Global Business Unit will fully integrate MBDA into the Federal government export support apparatus, facilitate the global expansion of the MBDA Business Center network, and provide targeted assistance to minority-owned firms as they seek to gain access to the global supply chains of the Nation's Fortune 1000 corporations.

The new Capital Access Unit will be charged with developing an integrated and global network of debt and equity capital sources,

including commercial and community banks, subordinated debt investors, private equity and venture capital providers, angel investors, family offices, and non-U.S. capital sources such as sovereign wealth funds.

The new Government Procurement Unit will provide targeted support to the MBDA Federal Procurement Center which provides assistance to minority-owned businesses in competing for and winning government contracts. Uniquely, the Government Procurement Unit will also help identify state-specific contracting opportunities and support the work of the MBDA Federal Procurement Center as an on-the-ground advocate for businesses that feel they have been treated unfairly in the Federal procurement process.

Finally, the new External Affairs Unit will focus more directly on stakeholder outreach, particularly to the Hispanic American, Asian American and Native American business communities, which have not taken full advantage of the business support services provided by the Agency.

## New Export Services Focus

In FY2012, MBDA will complete its transformation into an export-focused Agency to support the global expansion of minority-owned firms. This will align MBDA more closely with existing trade promotion agencies, including the International Trade Administration, the Overseas Private Investment Corporation, the Export-Import Bank, and the Trade Promotion Coordinating Committee. This is an exciting new direction for the Agency that will yield substantial results in terms of new jobs created by minority-owned businesses.

# 20%

*the increase in new jobs created by MBDA during the Obama Administration*

# Performance Highlights

## MBDA Achieves Record Performance

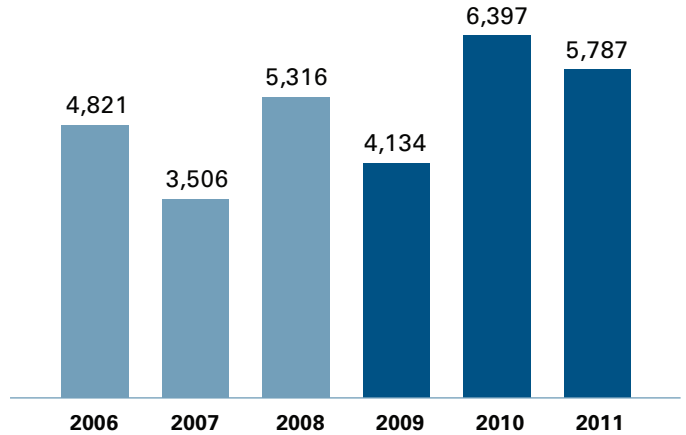
FY2011 was another record year for MBDA. Through our national network of business centers, MBDA supported the creation of 5,787 new U.S. jobs. Jobs saved—a new Agency performance measure—will be presented in the FY2012 Annual Report. These new jobs were created by assisting minority-owned businesses in obtaining \$2.14 billion in contracts and \$1.82 billion in capital, a record high. In addition, MBDA’s return on taxpayer investment (ROI) reached the highest level in the 43-year history of the Agency. In FY2011, ROI stood at 130x, up from 125x in FY2010 and 70x at the beginning of the Obama Administration.

MBDA is a leader in strengthening the economy and improving the lives of all Americans by supporting the creation of new jobs through the economic expansion of minority-owned businesses. As the Nation moves toward a *majority-minority*<sup>1</sup> population, the U.S. economy must have a strong and vibrant minority-owned business sector to build upon the following factors:

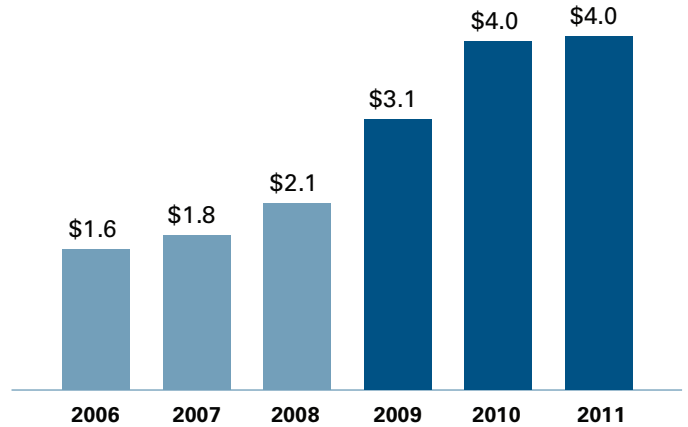
- **\$2.5 trillion** — the combined U.S. minority population buying power
- **\$1.0 trillion** — the combined economic output of the Nation’s minority-owned and operated businesses that provide goods and services across all industry sectors, including clean and renewable energy, environmental remediation, manufacturing, information technology and telecommunications
- **16 million** — the number of jobs created directly and indirectly by minority-owned businesses in the United States
- **5.8 million** — the number of minority-owned businesses in the United States
- **41 countries** — the number of countries to which minority-owned businesses export

<sup>1</sup> Majority-minority is a term used to describe a U.S. state or other jurisdiction whose racial composition is less than 50% white.

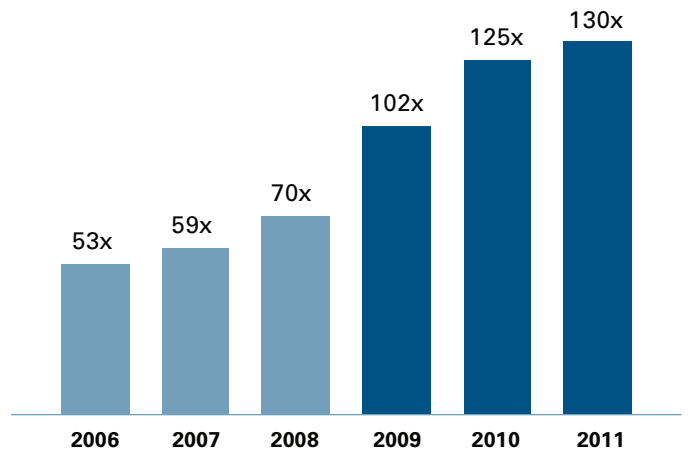
**Jobs Created**



**Contracts and Capital**  
(Dollars in Billions)



**Return on Investment**



## MBDA Engages in Substantial Collaboration with the White House and Federal Agencies

MBDA worked closely with the White House, other U.S. Department of Commerce bureaus, and government entities to support minority-owned business growth. MBDA is also taking a leadership role in promoting a “One Commerce” philosophy under the leadership of Secretary John Bryson.

### PRESIDENT’S INTERAGENCY TASK FORCE ON FEDERAL CONTRACTING FOR SMALL BUSINESSES

The President established the Interagency Task Force on Federal Contracting Opportunities for Small Businesses to ensure small businesses are able to participate in the Nation’s economic recovery. The Secretary of Commerce, along with MBDA’s National Director David A. Hinson, are standing members of the Task Force, which made recommendations to the President in April 2011. Recommendations were summarized in three categories—stronger rules, a more accountable acquisition workforce, and greater use of technology and data.

### WHITE HOUSE INITIATIVE ON ASIAN AMERICANS AND PACIFIC ISLANDERS

Reestablished by President Obama in 2009, the Initiative combines the forces of more than 23 Federal agencies and executive offices to create and implement plans to increase the Asian American and Pacific Islander (AAPI) community’s access to Federal programs and services. Two of the Department of Commerce goals for its participation on the Task Force were to increase the AAPI community’s access to Federal funding and promote bilingual capability across Federal government websites. In FY2011, three AAPI organizations were awarded grants to operate MBDA Business Centers. Northern California-based Asian Incorporated received a \$1.8 million grant; the University of Hawaii received a \$1.5 million grant; and Southern California-based SoCal Corporate

Growth Partners received a \$1.76 million grant to operate the Riverside MBDA Business Center.

### JOBS AND INNOVATION ACCELERATOR

In May 2011, President Obama launched the *Jobs and Innovation Accelerator Challenge* to promote innovation and job growth, and to advance our global competitiveness. The competition offered a total of \$33 million in funding from three Federal agencies, plus technical assistance from 13 additional agencies to promote the development of at least 20 industry clusters across the country. MBDA contributed technical development expertise to this effort. In addition to providing technical support for this initiative, three MBDA Business Center operators and their affiliates were successful in obtaining \$5.4 million in grants under this program.

### WHITE HOUSE BUSINESS COUNCIL

The White House Business Council (WHBC) was formed at the beginning of the Obama Administration to obtain feedback directly from the Nation’s business owners on what the Administration should do to create more jobs, while making them aware of the existing programs and services the Government provides to help their businesses grow. This is accomplished through information sharing and dialogue at *Winning the Future* roundtable discussions held across the nation. The WHBC is composed of approximately 100 senior government officials, including members of the President’s cabinet, sub-cabinet, and officials of various agencies. MBDA senior managers David Hinson, Alejandra Castillo and Alex Doñé have taken an active role on the WHBC by hosting roundtable discussions in California, Florida, Ohio, Kansas, and New York.

**\$11 billion**

*MBDA-generated contracts & capital during the Obama Administration*

### PRESIDENT’S TASK FORCE ON PUERTO RICO’S STATUS

In October 2009, President Obama expanded the function of the President’s Task Force on Puerto Rico’s Status to include providing advice and recommendations on policies that promote job creation, education, healthcare, clean energy, and economic

development on the island. MBDA has taken an active role in formulating recommendations to improve the conditions for increased economic empowerment of Puerto Rico-based firms. MBDA developed a comprehensive plan to increase new job creation, which will be included in the Task Force's final report.

As well in FY2011, the Puerto Rico MBDA Business Center continued its work with Puerto Rican firms and helped them obtain new contracts totaling nearly \$75 million and new financing packages totaling \$1.4 million, creating 112 new jobs.

MBDA is also taking a leadership role in bolstering Puerto Rico's clean energy potential by helping to develop the Integrated Bio-Refinery Project (IBP). The IBP is a public/private partnership with Sustainable Cellulosics, Inc., a minority-owned business; the University of Puerto Rico-Mayagüez; Easy Energy Systems of Minnesota; and local agricultural farmers. In its March 2011 report to the President, the Task Force recommended that MBDA continue to assist Puerto Rico with creating an innovative economy that addresses the local, national, and global needs for clean, renewable energy while also creating new jobs.



**130x**  
**return on**  
**taxpayer**  
**investment**

*Highest ever achieved  
by MBDA!*



## MBDA Agency-wide Achievements

### Launched the Redesigned MBDA Business Center Program

During FY2011, MBDA successfully launched a newly redesigned MBDA Business Center program. The new nationally focused program combined the traditional Minority Business Enterprise Center (MBEC) and Minority Business Opportunity Center (MBOC) programs into one program. Significant changes to the program include an increase in funding and the elimination of geographic borders, allowing business centers to provide services to minority-owned businesses anywhere in the Nation. Additional changes include longer funding terms, reduced paperwork burdens, the addition of merger, acquisition, joint venture and strategic partnering support, and enhanced export services.

In FY2011, MBDA established new business centers in Boston, Cleveland, Denver, Minneapolis, Anchorage, Riverside (California), and a specialty Federal Procurement Center in Washington, DC. Each new center hosted a kick-off event attended by the leadership of MBDA, business center leaders, state and local government officials, community stakeholders, and minority business owners.



### Launched the First in the Nation Federal Procurement Center For Minority-Owned Businesses

In direct response to the Nation's minority business community and the White House initiative to promote greater government contracting among minority-owned businesses, MBDA launched the MBDA Federal Procurement Center in Washington, DC. The Federal Procurement Center is the first specialty business center in the Nation that assists minority-owned firms in competing for and winning Federal government contracts.



Specialty services offered by the Center include identification of Federal procurement opportunities, facilitation of relationships between minority-owned businesses and Federal program managers, research on Federal agency contracting trends, information on Federal regulations and contracting requirements, and linking minority-owned firms with other companies to develop strategic partnerships.

### Expanded Services to Native American and Alaska Native Businesses

In FY2011, MBDA took a major step toward expanding support for the Native American business community by launching a new MBDA Business Center in Anchorage, Alaska. This MBDA Business Center, managed in partnership with the National Center for American Indian

Enterprise Development (NCAIED) and the University of Alaska-Anchorage, will target Alaska Native Corporations, a community of large and medium-sized businesses that generate over \$7 billion in annual revenues and represent a substantial source of contracting and sub-contracting opportunities for both Native American, and non-Native American owned firms.

## National Advisory Council

The National Advisory Council on Minority Business Enterprise (NACMBE) was established in April 2010 to advise the Secretary of Commerce on policy issues affecting minority-owned businesses, and to provide recommendations for supporting the growth of these businesses, both domestically and internationally. NACMBE members are nationally recognized leaders from both private and non-profit sectors, and represent diverse industries, substantial minority-owned and Fortune 1000 corporations, trade associations, and academia.

Under the leadership of NACMBE Chair Mark Hoplamazian, President & CEO of Hyatt Hotels Corporation, and Vice-Chair Janice Savin-Williams, Co-Founder and Senior Principal of Williams Capital Group, the 24-member Council met three times in FY2011 to discuss policies and programs that will accelerate minority-owned business expansion and job creation. NACMBE members interviewed government executives, academics, and minority-owned business owners to gain additional knowledge about the challenges facing minority business owners. James Lowry, co-author of *Minority Business Success: Refocusing on the American Dream*, addressed the Council on the need to make minority-owned business success a national priority. Mr. Lowry pointed out that the failure to leverage the fast-growing minority business community as a source of new job creation is an economic opportunity missed by the Nation.

The Council also conducted research on minority-owned businesses. Sponsored and led by NACMBE member Jean Baderschneider, Vice



President of Global Procurement for ExxonMobil, the Council conducted a data analysis of the characteristics of minority-owned businesses with high growth and export potential. In addition, the Council sub-divided into five focus groups to learn more about the challenges to minority business growth. The Council is considering the following:

- A new definition for minority-owned business enterprise and the role of MBDA in supporting their growth and expansion
- An ongoing forum to support the growth and expansion of minority-owned businesses
- A program to support strategic alliances between minority-owned businesses and other businesses leading to accelerated growth and export expansion

The Council will submit its recommendations to the Secretary of Commerce by the end of FY2012.

## Strategic Partnerships with IBM and Tremco

MBDA joined with technology giant IBM in a shared strategic initiative to increase the number of minority-owned and small businesses with direct access to the supply chains of large corporations. IBM invested \$10 million to create the *Supplier Connect Portal*, which will assist businesses with accessing the supply chains of large corporations. The target of this initiative is suppliers with fewer than 500 employees and under \$50 million in annual revenue. In September 2011, during the National Minority Enterprise Development (MED) Week Conference, MBDA executed a memorandum of understanding (MOU) with IBM.

Also during MED Week, MBDA executed an MOU with Tremco, Incorporated—a leader in the construction industry. The MOU between Tremco and MBDA establishes a partnership that will increase the number of minority-owned businesses with direct access to Tremco's corporate training and mentoring program. Additionally, minority-owned and operated firms will have access to a program where businesses can explore and pursue opportunities as trained contractors in Federal, state, local, tribal, and commercial markets.

## New CRM Technology – Bringing MBDA Technology into the 21st Century

In July 2011, MBDA implemented the first customer relationship management (CRM) system in the Agency's history. This CRM solution will support the management of both internal and external clients and stakeholders. The new system provides improved functionality and can more efficiently track and report the Agency's business development pipeline and business center performance, which significantly enhances MBDA's ability to provide services to minority-owned firms. Key features include new Federal funding opportunity customer intake processes, forecasting, performance/program management, and dynamic reporting on financial objectives.

## MBDA Completes First Phase of Global Branding



In FY2011, as part of the Agency's comprehensive strategy to expand its reach, MBDA initiated the first formal effort to create a globally recognized brand in its 43-year history. The intention is to appeal to large corporations with global supply chains, institutional investors, international partners, and minority-owned firms.

The cornerstone of the new visual identity, a new Agency emblem and tag line, were developed. The design elements of the new emblem emphasize the first initial of the Agency by creating a stylized "M" resembling a bar-graph with an upward trajectory symbolizing minority-owned business growth. The multi-color image also forms an "M" in the white space between the color bars. Complementing the new design, MBDA also selected a tag line that serves as a call to action: **Grow Your Business. Build the Nation.** While the new MBDA Business Center logo is in full use, the national MBDA agency emblem and tag line will be rolled-out as new marketing materials are developed.

## National Minority Enterprise Development (MED) Week Conference

MBDA, in collaboration with the U.S. Small Business Administration and the Service Corp of Retired Executives, continued to expand the overall scope of the 2011 National MED Week Conference.



With a focus on emerging industries and markets, the conference provided an opportunity for public and private sector industry experts to share information on the latest trends and opportunities in the automotive and commercial trucking industries, high-speed rail, and green economy.

The conference also featured expanded export opportunities with workshops on conducting business in Africa, the Middle East, South Asia, Latin America, and Europe. The Embassy of India hosted a business-to-business networking event to share opportunities for doing business in India. Equally beneficial were workshops on increasing access to capital, business growth through mergers and acquisitions, and leveraging social media.

Members of President Obama's Cabinet, including Dr. Rebecca Blank, Deputy Secretary of Commerce, and Kathleen Sebelius, Secretary of Health and Human Services, were on hand to participate. Additionally, Gene Sperling, Director of President Obama's National Economic Council, addressed conference attendees.

Corporate America played an even greater role in underwriting MED Week and providing business opportunities at the signature Business-to-Business Expo, where more than \$30 billion in procurement opportunities from public and private sector entities were showcased.

## MBDA Global Business Development Activity



*Locations of MBDA's work to increase export opportunities for minority-owned businesses.*

In FY2011, MBDA began the formal process of institutionalizing efforts to support minority-owned businesses globally. For decades, MBDA has supported expanded trade through minority-owned and operated businesses. We continued this effort under the Obama Administration; however, the focus on minority exporters and their ability to support domestic job growth has taken on added importance with the introduction of the President's National Export Initiative.

Today, the importance of minority-owned businesses as a key component of U.S. international trade has never been greater. Minority-owned firms have the most favorable export attributes of any sector of the U.S. economy and represent the future of export growth.

- Minority-owned businesses are nearly **twice as likely** to export their products and services as non-minority owned businesses.
- Management teams of minority-owned businesses are **six times more likely** to transact business in a language other than English than non-minority business managers.
- Minority-owned businesses are **three times more likely** to generate 100 percent of their revenues from exporting than non-minority owned firms.
- Minority-owned firms are **more likely** to have international operations than non-minority owned firms in 14 of 19 key industry sectors.
- Minority-owned businesses are **leaders in exporting** in several key industries including wholesale trade, professional science, technical services, finance, and insurance.
- Minority-owned businesses make substantial contributions to exports in manufacturing, retail trade, technology, and educational services.

## Building Relationships with Federal Export Entities

In 2011, MBDA began building new and exciting relationships with trade assistance organizations, including the Export-Import Bank, the Overseas Private Investment Corporation, and the U.S. Trade & Development Agency. The Agency also established relationships with the American Chamber of Commerce network and foreign chambers of commerce operating on U.S. soil. Finally, MBDA continued to review the possibility of creating an MBDA Business Center network outside the United States to support minority-owned business growth abroad. The strategy would be for these centers to partner with existing U.S. Export Assistance Centers and U.S. Agency for International Development Centers, as well as the Small Business Administration's growing network of Small Business Development Centers operating in Latin America.

## Speaking to Global Audiences – Germany and the United Kingdom

One strategy to promote U.S. minority-owned businesses abroad is to build relationships with foreign governments and organizations. MBDA participated in Germany's Hannover Messe International Trade Fair and London's Third Global Merger & Acquisition Symposium in FY2011.

In April 2011, National Director David A. Hinson and global industry leaders traveled to Hannover, Germany for the Hannover Messe International Trade Fair, which is the largest international conference of its kind. Director Hinson was a featured speaker at the U.S. Global & Markets Pavilion, where he spoke to international representatives from

a variety of industries about the capabilities of America's minority-owned firms and met with the U.S. Ambassador to Germany. He also traveled to meet with the U.S. Ambassadors to Belgium, the European Union, and France to discuss the benefits to the United States of creating strategic partnerships between minority-owned firms and immigrant populations within these countries.

In May 2011, MBDA was again prominently featured at the Global Merger & Acquisition Symposium, hosted by the Alliance of Merger & Acquisition Advisors. National Director Hinson traveled to London to discuss mergers and acquisitions as a global growth strategy for medium-sized businesses and explained to audiences how minority-owned businesses offer international investors the prospect of above-average returns and a powerful entry strategy into the U.S. market and other markets that have large populations in the United States.

## Building Partnerships Abroad – The Republic of Turkey

MBDA, the International Trade Administration, the Small Business Administration, and the Republic of Turkey's Ministry of Industry and Trade, Small and Medium Enterprise Development Organization (KOSGEB) signed a memorandum of understanding that established a partnership between the U.S. and Turkey to exchange information about small and medium-sized enterprises (SMEs), provide networking opportunities for SMEs, and promote international trade between the U.S. and Turkish SMEs. The partnership also allows for an exchange of best practices and the creation of Business Matching Centers to increase trade volume in both countries.



*Minority-owned businesses are nearly twice as likely to export their products and services as non-minority-owned businesses.*

## Taking Firms Global – South Africa, China and Australia

In FY2011, MBDA, in partnership with Navistar and Cummins Engine, attended a Business Investment and Opportunity Mission hosted by the South African Department of Trade and Industry. The goals of the mission were to help create jobs in the U.S. economy, and to provide minority-owned businesses with direct exposure to U.S. automotive original equipment manufacturers (OEMs) in South Africa. Specifically, this mission provided MBDA's diverse manufacturing clients with direct market exposure to more than \$100 million in contract opportunities with U.S. automotive OEMs already doing business in South Africa. The South African business mission also exposed investors to MBDA's expert knowledge and capabilities, and our commitment to matching South African opportunities with U.S.

minority-owned businesses in the automotive industry. Every business participating in the mission is now pursuing opportunities either in South Africa or in the U.S. as teaming partners.

MBDA also participated in a China Business Opportunity Trade Mission to Beijing, Taijin and Shanghai, along with a 27-member delegation of U.S. corporate executives and minority-owned businesses. The trip was organized by the National Minority Supplier Diversity Council to foster business relations between American corporate and minority-owned businesses, corporate members of China's Minority Supplier Development organization, and Chinese ethnic minority business. National Director Hinson's time in China also included meetings in Beijing to discuss MBDA's globalization program and objectives, investment opportunities in China, and minority business enterprise matching.

### **MBDA Builds Partnerships *Between U.S. Minority-Owned Businesses and the Australian Aboriginal Business Community***



MBDA assisted two companies in entering the Australia market in FY2011—Alaska-native owned Nana Development Corporation and Springboard Corporation. Springboard, an African American owned, New York-based executive organizational consulting firm, is a case study of how to leverage MBDA and the Department of Commerce as a market entry vehicle. Springboard, led by President & CEO Pamela Carlton, met with National Director David A. Hinson and learned of opportunities to grow her business through a strategic partnership in Australia. MBDA introduced Springboard to the Australian Indigenous Minority Supplier Council (AIMSC), located in Sydney, Australia, who in turn, introduced Springboard to one of their clients, Australia-based Corporate Culcha, an Indigenous-owned firm that provides workforce training and leadership development. Springboard and Corporate Culcha communicated via telephone and email, learning of each other's operations and business philosophies and the range of economic opportunities they could pursue in Australia with the support of AIMSC and MBDA. The dialogue between the two companies resulted in Ms. Carlton taking a two-week trip to Australia to meet the principals of Corporate Culcha

and close the deal. In FY 2011, the Springboard/Corporate Culcha strategic partnership submitted proposals to a major university in Australia for cultural competence training of faculty and administrators, and to one of the largest banks in the Australia and Asia markets for a web-based diversity and inclusion program. Further, as a result of this new partnership, Springboard created several new jobs and has introduced Corporate Culcha to other U.S. minority-owned firms looking to expand their reach.



*“Springboard’s relationship with Corporate Culcha and business opportunities in Australia are a direct result of the great work of MBDA.”*

—Pamela Carlton  
President & CEO

## Supporting New Global Initiatives – Brazil

MBDA also engaged its U.S. government partners in an effort to create export opportunities for America's minority-owned firms in Brazil. On March 19, 2011, the United States and Brazil signed a memorandum of understanding on major global sporting events to establish a partnership in advance of the 2014 World Cup and 2016 Olympic Games. With a desire to maximize the economic opportunities resulting from these major events, both countries agreed to collaborate and share best practices in the areas of strategic planning, infrastructure, commercial enterprise, and to promote equality of opportunity for all.

MBDA worked with officials from the Departments of State and Labor, Environmental Protection Agency, Export-Import Bank, and the International Trade Agency to develop proposals for future international engagement. Possibilities include trade missions, promotion of public/private partnerships, and training and outreach to underrepresented or disadvantaged groups in Brazil.

## Hosting Foreign Dignitaries and Business Leaders – Washington, DC

MBDA's work to increase foreign trade opportunities for minority-owned businesses does not only take place abroad. The Agency regularly meets with foreign dignitaries and business leaders during their travels to the United States. In FY2011, MBDA met with foreign dignitaries and business leaders from China, Israel, Japan, Mexico, the Dominican Republic, South Korea, Spain, Malaysia, Australia, Indonesia, Zambia, Taiwan, representatives of the European Union, and Panamá. In addition to working on behalf of America's minority-owned businesses, MBDA has taken a more active role in advising foreign governments on developing MBDA-type programs in their countries.

*Management teams  
of minority-owned  
businesses are*

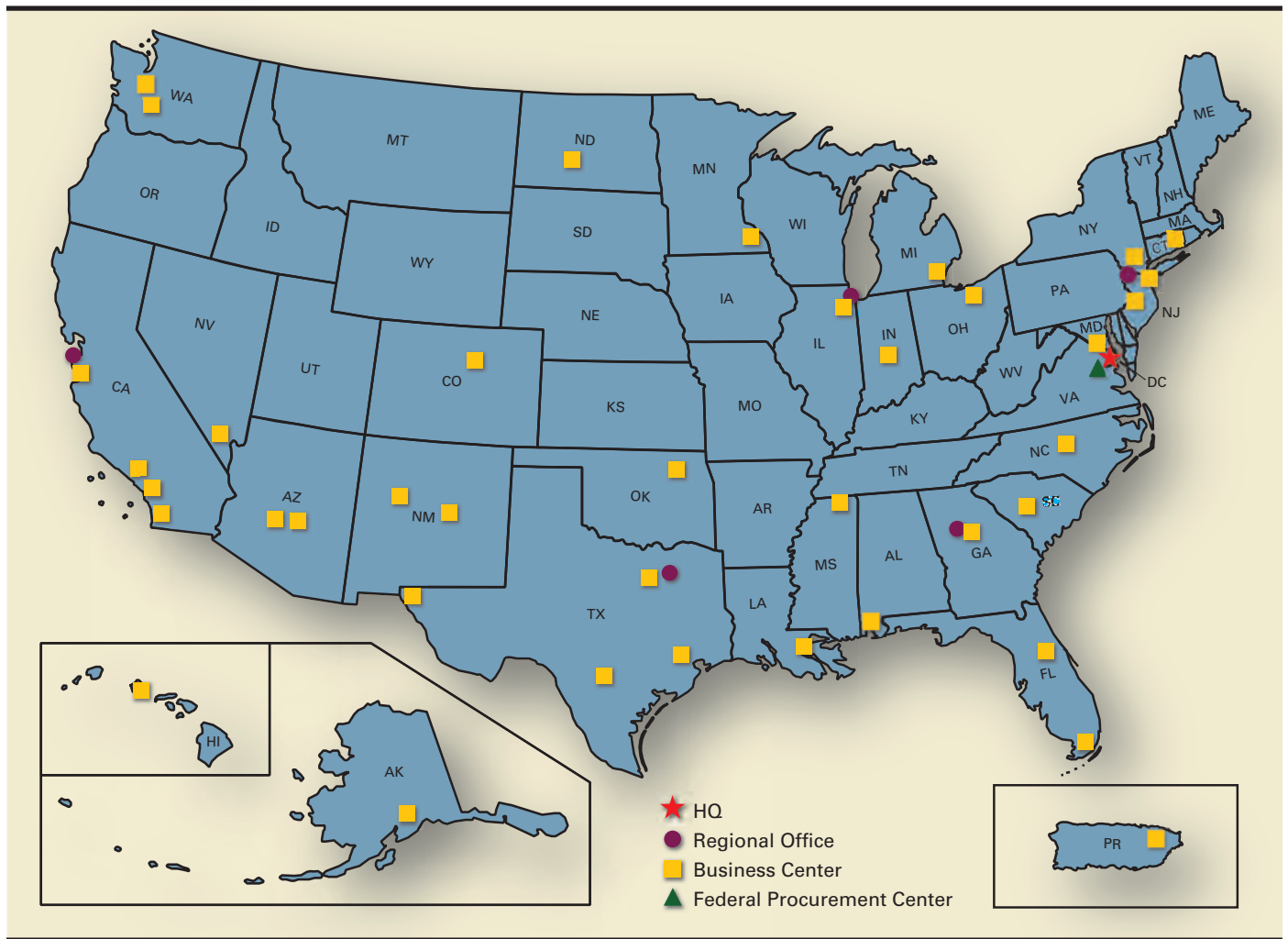
**6x**  
**more likely**

*to conduct business  
in a language other  
than English.*



## MBDA Business Center Program & Congressional Locations

MBDA partners with for-profit and non-profit organizations to operate its national network of MBDA Business Centers. Our partners include state and local governments, tribal entities, universities including minority-serving institutions and for-profit entities. MBDA supports these centers with a national team of business development specialists.



# 144%

*3-year increase in capital during the Obama Administration*



City/State	MBDA Business Center Operator	Jobs Created FY2011	Jobs Created: Obama Administration	Congressional District
Mobile, Alabama	Mobile Area Chamber of Commerce	205	414	AL-01
Anchorage, Alaska	National Center for American Indian Enterprise Development	*	*	AK-At-Large
Phoenix, Arizona	Arizona Hispanic Chamber of Commerce	441	567	AZ-04
Mesa, Arizona	National Center for American Indian Economic Development	5	228	AZ-06
Riverside, California	Southern California Corporate Growth Partners	30	161	CA-44
Los Angeles, California	University of Southern California	627	1,356	CA-31
San Jose, California	Asian, Incorporated	116	202	CA-16
El Monte, California	National Center for American Indian Economic Development	61	276	CA-32
Denver, Colorado	Rocky Mountain Minority Supplier Development Council	81	81	CO-01
Washington, DC	National Community Reinvestment Coalition	109	1,112	DC-At Large
Miami, Florida	M. Gill & Associates, Incorporated	847	1,375	FL-18
Orlando, Florida	Florida Minority Supplier Development Council	66	270	FL-03
Atlanta, Georgia	Georgia Tech Research Corporation	183	763	GA-05
Honolulu, Hawaii	University of Hawaii	42	135	HI-01
Chicago, Illinois	Chicago Minority Business Development Council, Incorporated	153	328	IL-07
Indianapolis, Indiana	Indiana Minority Supplier Development Council	144	1,127	IN-07
New Orleans, Louisiana	Louisiana Minority Business Council	49	307	LA-02
Boston, Massachusetts	Greater New England Minority Supplier Development Council	*	*	MA-08
Minneapolis, Minnesota	Metropolitan Economic Development Association	*	*	MN-05
Detroit, Michigan	Michigan Minority Business Development Council	0	59	MI-13
Gulfport, Mississippi	Mississippi Development Authority	200	293	MS-04
St. Louis, Missouri	St. Louis Minority Business Council	0	101	MO-01
Las Vegas, Nevada	New Ventures Capital Development Company	105	135	NV-01
Albuquerque, New Mexico	NEDA Business Consultants, Incorporated	228	1,222	NM-01
Albuquerque, New Mexico	National Center for American Indian Economic Development	31	196	NM-01
Manhattan, New York	National Community Reinvestment Coalition	27	132	NY-09
Brooklyn, New York	ODA Community Development Corporation	170	284	NY-12
Raleigh, North Carolina	North Carolina Institute of Minority Economic Development	322	526	NC-04
Bismarck, North Dakota	United Tribes Technical College	108	213	ND
Cleveland, Ohio	The Commission on Economic Inclusion	*	*	OH-11
Tulsa, Oklahoma	Rural Enterprises of Oklahoma, Incorporated	69	338	OK-01
Philadelphia, Pennsylvania	The Enterprise Center	267	482	PA-02
San Juan, Puerto Rico	Asociacion Productos de Puerto Rico, Incorporated	112	435	PR-At Large
Columbia, South Carolina	DESA, Incorporated	165	541	SC-02
Memphis, Tennessee	Mid-South Minority Business Council Continuum	*	*	TN-09
Dallas, Texas	Dallas/Fort Worth Minority Supplier Development Council	205	447	TX-32
El Paso, Texas	El Paso Hispanic Chamber of Commerce	98	317	TX-16
Houston, Texas	National Community Reinvestment Coalition	0	98	TX-07
San Antonio, Texas	University of Texas at San Antonio	137	716	TX-23
Seattle, Washington	Seattle Business Assistance Center	45	148	WA-07
Seattle, Washington	National Center for American Indian Economic Development	19	177	WA-07

\*New business center. Data not available.

# 101%

## 3-year increase in contracts & capital

*for MBDA clients*



U.S. Department of Commerce  
Herbert C. Hoover Building  
Washington, DC

## MBDA Performance Summary

In FY2011 MBDA created 5,787 new jobs across America by helping minority-owned and operated businesses obtain 777 contracts, totaling \$2.14 billion, and 331 financial awards totaling \$1.82 billion. Total awarded transactions were \$3.96 billion, which was the third record-breaking year in a row for MBDA.

Number of Contracts	777
Number of Capital Transactions	331
Total Transactions	1,108
Dollar Value of Contracts	\$ 2,134,617,413
Dollar Value of Capital	\$ 1,822,600,064
Total Dollar Value of Awards	\$ 3,957,217,477

### MBDA Client Assistance by Firm Size

MBDA continues to serve a high percentage of clients generating over \$500,000 in annual revenues, the top five percent of all minority-owned businesses. Agency-wide, 87 percent of contracts and 93 percent of financial awards went to firms generating over \$500,000 in revenues.

	\$500K AND OVER	\$500K AND UNDER	TOTAL
Number of Contracts	676	101	777
Number of Capital Transactions	288	43	331
<b>Total Transactions</b>	<b>964</b>	<b>144</b>	<b>1,108</b>
Dollar Value of Contracts	\$ 1,895,525,599	\$ 239,091,814	\$ 2,134,617,413
Dollar Value of Capital	1,767,843,167	54,756,897	1,822,600,064
<b>Total Dollar Value of Awards</b>	<b>\$ 3,663,368,766</b>	<b>\$ 293,848,711</b>	<b>\$ 3,957,217,477</b>

# \$3.96 billion

*Contracts & capital generated by MBDA in FY2011*

## MBDA Client Assistance by Sector Source

In FY2011, MBDA facilitated 450 private sector transactions totaling over \$2.5 billion (65%) in contracts and financing. The agency also facilitated over 375 Federal, state, and local public deals totaling over \$1 billion (35%) in awarded transactions.

	PRIVATE	PUBLIC SECTOR			NOT REPORTED	TOTAL
		FEDERAL GOVERNMENT	STATE GOVERNMENT	LOCAL GOVERNMENT		
Number of Contracts	341	207	52	72	98	770
Number of Capital Transactions	109	32	2	11	184	338
<b>Total Transactions</b>	<b>450</b>	<b>239</b>	<b>54</b>	<b>83</b>	<b>282</b>	<b>1,108</b>
Dollar Value of Contracts	\$ 1,252,137,812	\$528,070,772	\$40,313,699	\$ 157,870,306	\$156,224,824	\$ 2,134,617,413
Dollar Value of Capital	1,320,111,931	281,883,095	168,000	13,667,875	206,769,163	1,822,600,064
<b>Total Dollar Value of Awards</b>	<b>\$2,572,249,743</b>	<b>\$809,953,867</b>	<b>\$40,481,699</b>	<b>\$171,583,181</b>	<b>\$362,993,987</b>	<b>\$3,957,217,477</b>

## MBDA Assistance by Industry

In FY2011, MBDA helped facilitate contracts and capital in a wide range of industry sectors. By total dollar value of awards, the leading industries assisted by MBDA were construction at 35 percent, services 25 percent, information 12 percent, manufacturing 11 percent, and finance 10 percent.

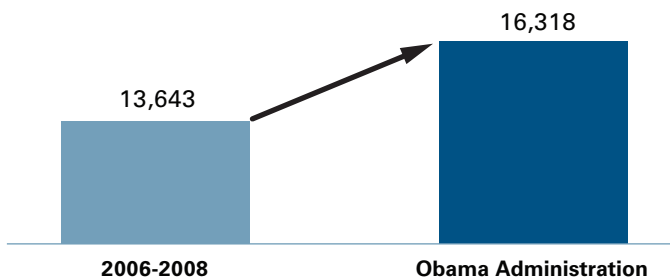
INDUSTRY	AMOUNT	CONTRACTS	CAPITAL TRANSACTIONS	TOTAL
Agriculture, Forestry, Fishing and Hunting	\$ 426,566	0	3	3
<b>Construction</b>	<b>\$ 1,370,640,786</b>	<b>374</b>	<b>164</b>	<b>538</b>
Finance, Insurance, & Real Estate	\$ 383,447,482	16	11	27
<b>Information</b>	<b>\$ 475,325,000</b>	<b>0</b>	<b>3</b>	<b>3</b>
<b>Manufacturing</b>	<b>\$ 451,356,685</b>	<b>78</b>	<b>20</b>	<b>98</b>
Mining	\$ 32,241,547	30	19	49
Public Administration	\$ 26,606,392	8	4	12
Retail Trade	\$ 87,633,600	20	15	35
<b>Services</b>	<b>\$ 993,152,457</b>	<b>197</b>	<b>75</b>	<b>272</b>
Transportation, Warehousing & Public Utilities	\$ 68,912,022	34	7	41
Wholesale Trade	\$ 67,474,941	16	14	30
<b>Total</b>	<b>\$ 3,957,217,477</b>	<b>773</b>	<b>335</b>	<b>1,108</b>

# MBDA Obama Administration Performance: 2009 - 2011

## Jobs

At the onset of the Obama Administration, the United States economy was losing 750,000 jobs per month and had endured eight straight months of declining employment. During the first three years of the Administration and second worst economic downturn in our Nation's history, MBDA helped create more than 16,300 new jobs—an increase of 20 percent over the prior 3-year period.

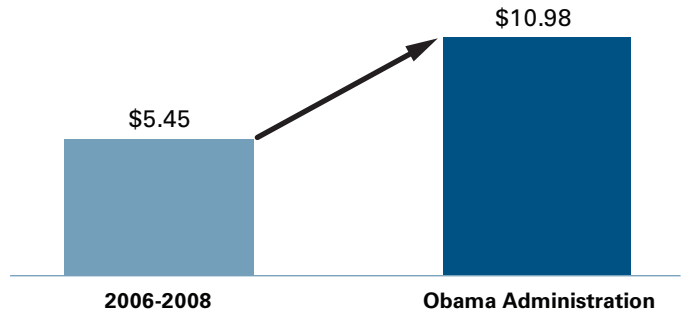
**Jobs Created**  
3-Year Growth Rate: 20%



## Combined Contracts and Capital

During the 3-year period of the Obama Administration, MBDA assisted minority-owned firms in obtaining nearly \$11 billion in contracts and capital. This represents a 101 percent increase in contracts and capital over the prior 3-year period and the highest 3-year performance in the history of the Agency.

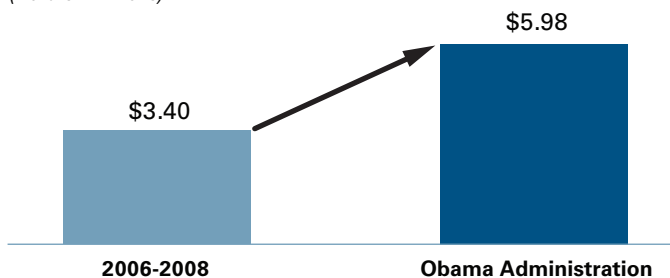
**Dollar Value of Contracts and Capital**  
3-Year Growth Rate: 101%  
(Dollars in Billions)



## Contracts

During the 3-year period of the Obama Administration, MBDA facilitated nearly \$6 billion in public and private-sector contracts for minority-owned firms. This represents a 76 percent increase over the prior 3-year period.

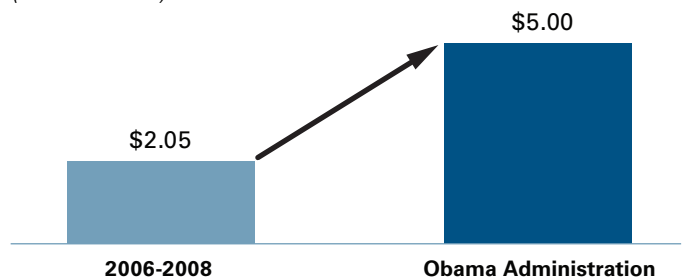
**Dollar Value of Contracts**  
3-Year Growth Rate: 76%  
(Dollars in Billions)



## Capital

During the 3-year period of the Obama Administration, a period of constrained access to capital, MBDA facilitated \$5 billion in capital for minority-owned firms across the nation. This represents a 144 percent increase in capital over the prior 3-year period.

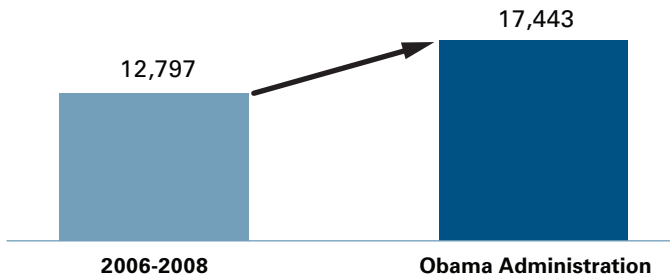
**Dollar Value of Capital**  
3-Year Growth Rate: 144%  
(Dollars in Billions)



## Clients

During the 3-year period of the Obama Administration, MBDA directly served more than 17,400 minority-owned businesses and indirectly served thousands more. This represents a 36 percent increase in clients served over the prior 3-year period.

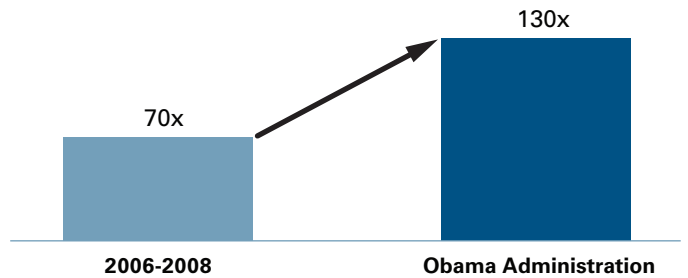
**Clients Served**  
3-Year Growth Rate: 36%



## Return on Investment

During the 3-year period of the Obama Administration, MBDA achieved a Return on Investment (ROI) between 102x and 130x. This represents an 86 percent increase in ROI from the prior 3-year period and the highest performance level in the history of the Agency.

**Return on Investment**  
3-Year Growth Rate: 86%



**\$2.5 trillion**

*Combined annual buying power of U.S. minority populations*

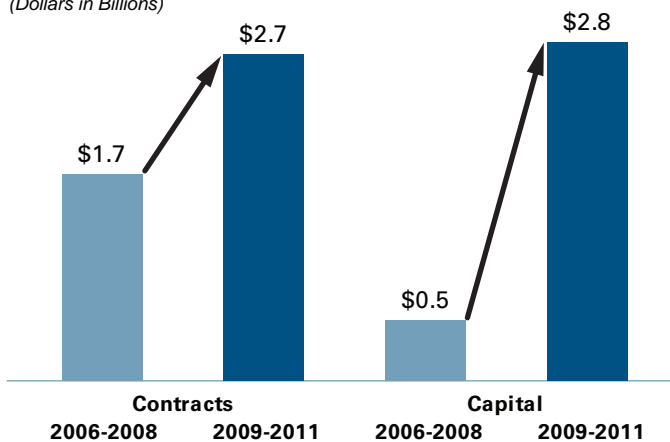
## MBDA Performance by Ethnic Business Community

A large portion of MBDA’s work involves partnering with minority business owners and those who serve them—state and local governments, civic organizations, professional associations, and more. It is essential that public, private and civic organizations work together to ensure that minority-owned businesses succeed. We engage in dialogue with African American, Asian American, Hispanic American and Native American business owners on a regular basis, and last year was no exception.

### African American Business Overview

In FY2011, MBDA assisted African American-owned businesses with gaining access to \$2.1 billion in contracts and capital. This is a 16 percent decrease from FY2010 levels due to a one-time, exceptionally large deal in FY2010. During the 3-year period of the Obama Administration, MBDA assisted 7,219 African American-owned businesses in obtaining \$5.5 billion in contracts and capital—a 155 percent increase over the prior 3-year period.

**African American-Owned Businesses Combined Contracts and Capital**  
**3-Year Growth Rate: 155%**  
*(Dollars in Billions)*



With an average contract size of \$4.5 million for African American-owned businesses, MBDA has worked hard to help these firms grow.

African American-owned businesses are concentrated in the following industry sectors:

- healthcare and social assistance
- administration and support
- waste management and remediation services
- transportation and warehousing

These sectors represent 39 percent of all African American-owned businesses.

MBDA and our national network of business centers have participated in a substantial number of African American business outreach events including events sponsored by the White House, chambers of commerce, and local business entities. In addition, the African American business community is represented by the following executives on the National Advisory Council on Minority Business Enterprise:

**Chris Melvin**, *Chairman & Founder*  
 Melvin & Company

**Janice Savin-Williams**, *Co-founder & Senior Principal*  
 Williams Capital Group, LP

**Lamae Allen-deJongh**, *Partner*  
 Accenture

**John Harris II**, *President*  
 Raytheon Technical Services Company

**Shelley Stewart Jr.**, *Senior Vice President*  
*Operations Excellence & Chief Procurement Officer*  
 Tyco International

**Joset B. Wright**, *President*  
 National Minority Supplier Development Council

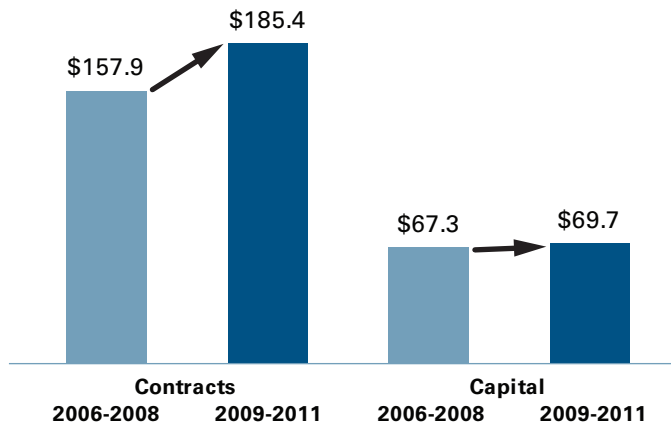


MBDA recommended Joseph B. Anderson, Jr., Chairman & CEO of TAG Holdings, to the International Trade Association’s Manufacturing Council.

## Asian American Business Overview

In FY2011, MBDA assisted Asian American-owned businesses with gaining access to \$139 million in contracts and capital. This represents a 92 percent increase over FY2010 levels. Moreover, during the 3-year period of the Obama Administration, MBDA assisted 832 Asian American-owned businesses in obtaining \$255 million in contracts and capital, a solid 13 percent increase over the prior 3-year period.

**Asian American-Owned Businesses  
Combined Contracts and Capital  
3-Year Growth Rate: 13%**  
(Dollars in Millions)



With an average contract size of \$3.7 million for Asian American-owned businesses, MBDA has worked hard to help these firms grow.

Asian American-owned businesses are concentrated in the following three industry sectors:

- professional, scientific, and technical services
- retail trade
- healthcare and social assistance

These sectors represent 37 percent of all Asian American-owned businesses.

MBDA and our national network of business centers have participated in a substantial number of Asian American business outreach events, including events sponsored by the White House, chambers of

commerce, and local business entities. In addition, the Asian American business community is represented by the following executives on the National Advisory Council on Minority Business Enterprise:

**Paul Hsu**, *Chairman of the Board*  
HSU Enterprise Group, LLC

**Ash Luthra**, *President & CEO*  
LSL Industries, Inc.

**Chiling Tong**, *CEO*  
International Leadership Foundation

**Purnima Voria**, *Founder & CEO*  
National U.S. India Chamber of Commerce

MBDA recommended Lina Hu, Chairman and Chief Executive Officer of Clipper Corporation, to the Secretary of Commerce's Industry Trade Advisory Committee on Small and Minority Business, where she represents the food service industry.

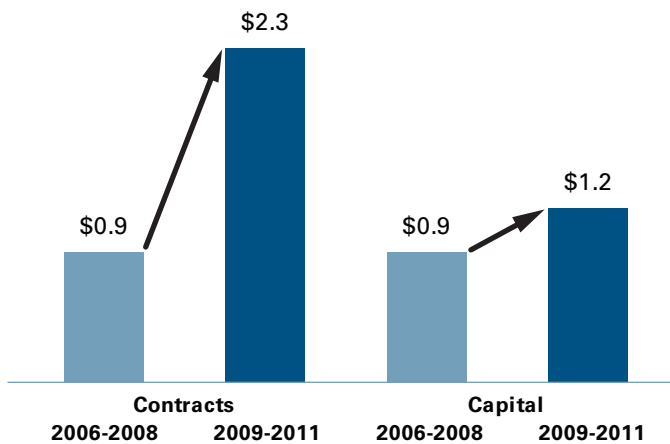




## Hispanic American Business Overview

In FY2011, MBDA assisted Hispanic American-owned businesses with gaining access to \$979 million in contracts and capital. This represents a 17 percent increase over FY2010 levels. During the 3-year period of the Obama Administration, MBDA assisted 5,192 Hispanic American-owned businesses in obtaining \$3.5 billion in contracts and capital—an outstanding 92 percent increase over the prior 3-year period.

**Hispanic American-Owned Businesses Combined Contracts and Capital**  
**3-Year Growth Rate: 92%**  
*(Dollars in Billions)*



With an average contract size of \$2.4 million for Hispanic American-owned businesses, MBDA has worked hard to help these firms grow.

Hispanic American-owned businesses are concentrated in the following industry sectors:

- construction
- administration and support
- waste management and remediation services
- healthcare and social assistance

These sectors represent 39 percent of all Hispanic American-owned businesses.

MBDA and our national network of business centers have participated in a substantial number of Hispanic American business outreach events including events sponsored by the White House, chambers of commerce, and local business entities. In addition, the Hispanic American business community is represented by the following executives on the National Advisory Council on Minority Business Enterprise:

**Anthony Jimenez**, *President & CEO*  
 Micro Tech

**Jose Mas**, *CEO*  
 MasTec, Inc.

**Javier Palomarez**, *President & CEO*  
 U.S. Hispanic Chamber of Commerce

**Elizabeth Plaza**, *President*  
 Pharma Bio-Serv, Inc.

**Ed Sanchez**, *Chairman & CEO*  
 Lopez Foods, Inc.

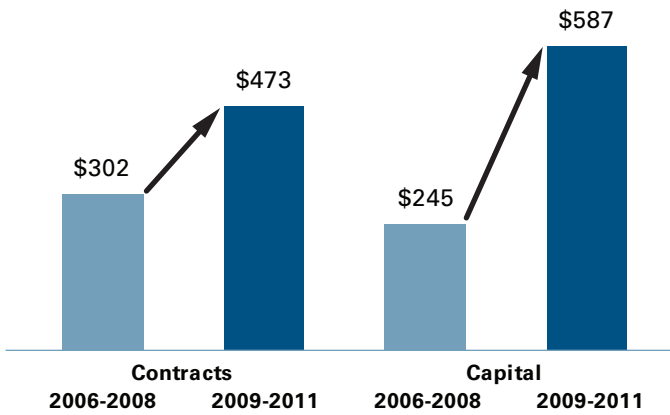
**David Segura**, *CEO*  
 Vision IT, Inc.



## Native American Business Overview

In FY2011, MBDA assisted Native American-owned businesses with gaining access to \$536 million in contracts and capital. This is a 62 percent increase over FY2010 levels. During the 3-year period of the Obama Administration, MBDA assisted 1,983 Native American-owned businesses in obtaining \$1.1 billion in contracts and capital—a 94 percent increase over the prior 3-year period.

**Native American-Owned Businesses  
Combined Contracts and Capital  
3-Year Growth Rate: 94%**  
*(Dollars in Millions)*



With an average contract size of \$0.9 million for Native American-owned businesses, MBDA has worked hard to help these firms grow. Native American-owned businesses are concentrated in the following three industry sectors:

- construction
- professional, scientific, and technical services
- healthcare and social assistance

These sectors represent 39 percent of all Native American-owned businesses.

MBDA and our national network of business centers have participated in a substantial number of Native American business outreach events, including events sponsored by the White House, chambers of commerce, and local business entities. In addition, the Native American business community is represented by Roy Roberts, President & CEO, Alliance of Professionals and Consultants, Inc. on the National Advisory Council on Minority Business Enterprise.



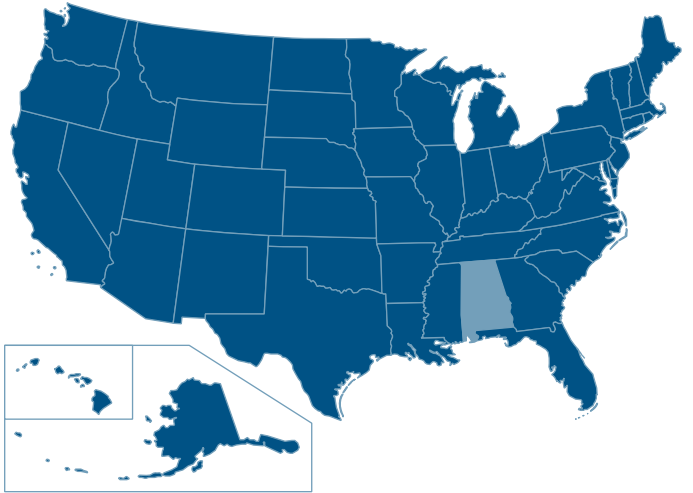
# PERFORMANCE BY STATE

Performance data is not currently available for the following MBDA Business Centers: Alaska, Michigan, Minnesota, Massachusetts, and Missouri. See page 74 for Census data on minority businesses in these states.

# Alabama

## MBDA Business Center

450 Government Street, Suite A  
 Mobile, AL 36602  
 Pamela Ramos | 251-433-2250  
 pramos@mbcala.org



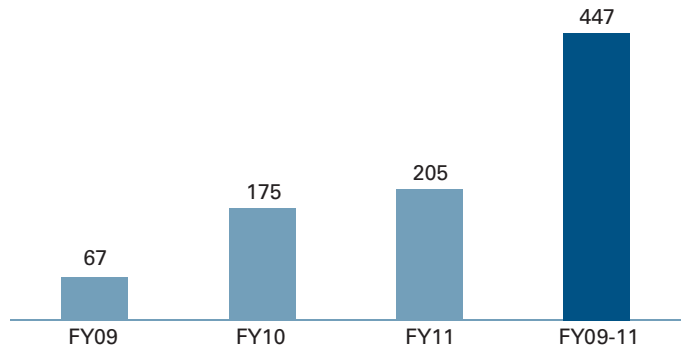
## PERFORMANCE OVERVIEW

In FY2011, MBDA helped Alabama minority-owned businesses obtain 19 contracts totaling \$381,073,068 and \$119,585 in capital through one financial transaction.

For clients with gross annual revenues of \$500,000 or more, the MBDA Business Center completed 16 transactions totaling \$380,996,057. For clients with annual gross revenues below \$500,000, the MBDA Business Center completed three transactions totaling \$196,596.

MBDA assisted Alabama minority-owned businesses in creating 205 new jobs in FY2011.

## NEW JOBS CREATED BY MBDA



## MBDA PERFORMANCE AT-A-GLANCE

Total Awards	\$ 381,192,653
Contracts	\$ 381,073,068
Capital	\$ 119,585
Total Jobs Created FY09-11	447

## CLIENT ANALYSIS BY REVENUE

	\$500K AND OVER	\$500K AND UNDER	TOTAL
Number of Contracts	15	3	18
Number of Capital Transactions	1	0	1
<b>Total Transactions</b>	<b>16</b>	<b>3</b>	<b>19</b>
Value of Contracts	\$ 13,443	\$ 196,596	\$ 381,073,068
Dollar Value of Capital	119,585	119,585	
<b>Total Dollar Value of Awards</b>	<b>\$ 380,996,057</b>	<b>\$ 196,596</b>	<b>\$ 381,192,653</b>

## CLIENT ASSISTANCE BY SECTOR

	PRIVATE	FEDERAL GOVERNMENT	STATE GOVERNMENT	LOCAL GOVERNMENT	NOT REPORTED	TOTAL
Number of Contracts	10	2	3	0	3	18
Number of Capital Transactions	0	0	0	0	1	1
<b>Total Transactions</b>	<b>10</b>	<b>2</b>	<b>3</b>	<b>0</b>	<b>4</b>	<b>19</b>
Dollar Value of Contracts	\$ 353,311,746	26,949,677	196,596	0	615,049	\$ <b>381,073,068</b>
Dollar Value of Capital	\$ 0	0	0	0	119,585	\$ <b>119,585</b>

## MINORITY BUSINESS COMMUNITY AT-A-GLANCE (Based on 2007 Census)

BUSINESS OWNER	NUMBER OF FIRMS	GROSS RECEIPTS (\$1000S)	AVERAGE GROSS RECEIPTS	PAID EMPLOYEES
African American	56,712	\$ 2,152,418	\$ 37,953	16,724
American Indian & Alaska Native	3,068	\$ 650,084	\$ 211,892	5,254
Asian American	6,908	\$ 2,620,074	\$ 379,281	17,993
Native Hawaiian & Pacific Islander	254	\$ 87,556	\$ 344,709	100,249
Hispanic American	4,439	\$ 1,020,042	\$ 229,791	7,364
All Minority-Owned	70,538	\$ 6,543,945	\$ 116,132	46,666

## SUCCESS STORY

**Gulf Shore Assemblies (GSA), LLC** is one of three certified minority-owned companies providing manufacturing and modular assembly services that make up the Modular Assembly Innovations (MAI) Company. GSA was already providing wheel assemblies for Honda when the MBDA Business Center in Mobile, Alabama made them aware of a new line of Honda automobiles soon to be produced in Lincoln. With the help of MBDA's business consultants, GSA secured a \$200 million contract. In addition to generating a 35-45% increase in revenue, the contract enabled GSA to retain 44 full-time associates and created seven new full- and part-time jobs.

*"I greatly appreciate my relationship with the MBDA. They helped us develop our proposal so that Honda would understand why we deserved an opportunity to gain its business. Their knowledge and insight into procurement, specifically automotive, provided timely information and assistance to positively affect our bottom line."*

—Billy Vickers, Owner

## CLIENT ASSISTANCE BY INDUSTRY

INDUSTRY	NUMBER OF TRANSACTIONS	VALUE OF TRANSACTIONS
Construction	15	\$ 29,231,359
Manufacturing	3	\$ 350,011,617
Services	1	\$ 1,949,677



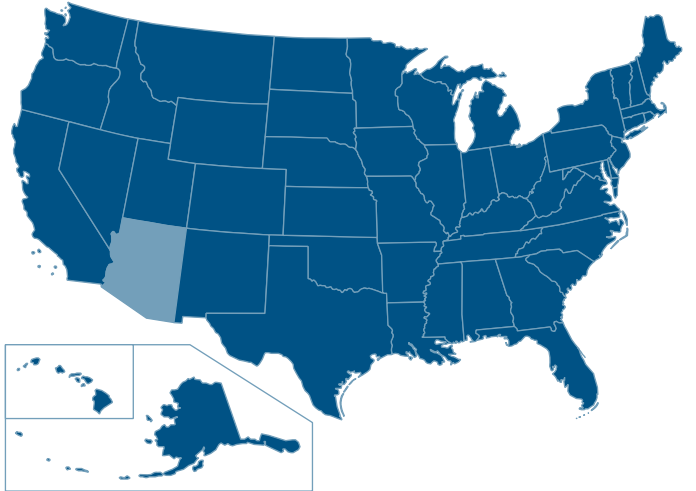
# Arizona

### MBDA Business Center

225 East Osborn Road, Suite 202  
 Phoenix, AZ 85012  
 Alik Kumar | 602-294-6091  
 alikak@azhcc.com

### Native American Business Enterprise Center

953 East Juanita Avenue  
 Mesa, AZ 85204  
 Mary Dolezal | 480-545-1298  
 mary.dolezal@ncaied.org



## PERFORMANCE OVERVIEW

In FY2011, MBDA helped Arizona minority-owned businesses obtain 42 contracts totaling \$134,721,609 and \$171,426,324 in capital through 12 financial transactions.

For clients with gross annual revenues of \$500,000 or more, MBDA Business Centers completed 41 transactions totaling \$305,566,289. For clients with annual gross revenues below \$500,000, MBDA Business Centers completed 13 transactions totaling \$581,645.

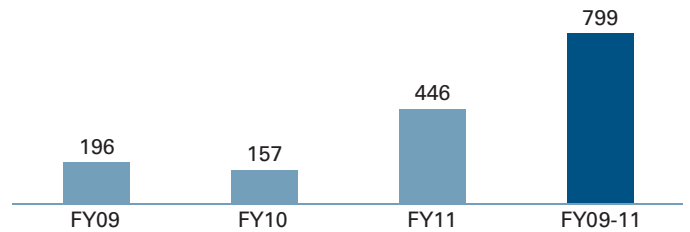
MBDA assisted Arizona minority-owned businesses in creating 446 new jobs in FY2011



## MBDA PERFORMANCE AT-A-GLANCE

Contracts/Capital Obtained	\$ 306,147,933
Contracts	\$ 134,721,609
Capital	\$ 171,426,324
Total Jobs Created FY09-11	799

## NEW JOBS CREATED BY MBDA



## CLIENT ANALYSIS BY REVENUE

	\$500K AND OVER	\$500K AND UNDER	TOTAL
Number of Contracts	29	13	42
Number of Capital Transactions	12	0	12
<b>Total Transactions</b>	<b>41</b>	<b>13</b>	<b>54</b>
Value of Contracts	\$ 134,139,965	\$ 581,645	\$ 134,721,609
Dollar Value of Capital	171,426,324	0	171,426,324
<b>Total Dollar Value of Awards</b>	<b>\$ 305,566,289</b>	<b>\$ 581,645</b>	<b>\$ 306,147,933</b>

## CLIENT ASSISTANCE BY SECTOR

	PRIVATE	FEDERAL GOVERNMENT	STATE GOVERNMENT	LOCAL GOVERNMENT	NOT REPORTED	TOTAL
Number of Contracts	6	2	12	7	15	42
Number of Capital Transactions	5	4	0	0	3	12
<b>Total Transactions</b>	<b>11</b>	<b>6</b>	<b>12</b>	<b>7</b>	<b>18</b>	<b>54</b>
Dollar Value of Contracts	\$ 61,306,938	65,875,001	2,273,807	3,577,683	1,688,181	\$ 134,721,609
Dollar Value of Capital	\$ 9,413,822	159,524,034	0	0	2,488,468	\$ 171,426,324

## MINORITY BUSINESS COMMUNITY AT-A-GLANCE (Based on 2007 Census)

BUSINESS OWNER	NUMBER OF FIRMS	GROSS RECEIPTS (\$1000S)	AVERAGE GROSS RECEIPTS	PAID EMPLOYEES
African American	10,039	\$ 634,558	\$ 63,209	5,441
American Indian & Alaska Native	9,106	\$ 830,456	\$ 91,199	6,788
Asian American	16,333	\$ 4,529,479	\$ 277,321	31,339
Native Hawaiian & Pacific Islander	data not released	data not released	n/a	data not released
Hispanic American	52,667	\$ 8,004,494	\$ 151,983	54,530
All Minority-Owned	85,227	\$ 14,183,639	\$ 166,422	99,176

## SUCCESS STORY

Over the years, the Phoenix MBDA Business Center has assisted **Andale Construction, Inc.** with certifications and marketing. As a result, Andale negotiated a Mentor-Protégé Agreement with Sundt Construction, which enabled Andale to secure two large contracts with the U.S. Navy for \$31.6 million and \$39.9 million, creating 380 new jobs.

*“We sought the MBDA Business Center’s services and guidance to make sure that we were poised for growth by taking advantage of every program available to MBEs. The MBDA Business Center has supported our company with strong outreach efforts, and constant emails with leads and links to projects and opportunities. They helped our company prepare for growth by building confidence and marketing our company. All of this and our own work helped us land the Mentor-Protégé relationship with Sundt and ultimately these contracts.”*

—Luis De La Cruz, *President & CEO*

## CLIENT ASSISTANCE BY INDUSTRY

INDUSTRY	NUMBER OF TRANSACTIONS	VALUE OF TRANSACTIONS
Construction	27	\$ 241,925,679
Finance, Insurance & Real Estate	1	\$ 12,000
Mining	2	\$ 243,125
Public Administration	2	\$ 60,521
Retail Trade	1	\$ 2,115
Services	7	\$ 63,404,493
Wholesale Trade	1	\$ 500,000

# California

## Native American Business Enterprise Center

11138 Valley Mall, Suite 200  
 El Monte, CA 91731  
 Curtis Feaster | 480-280-7089  
 curtis.feaster@ncaied.org

## MBDA Business Center

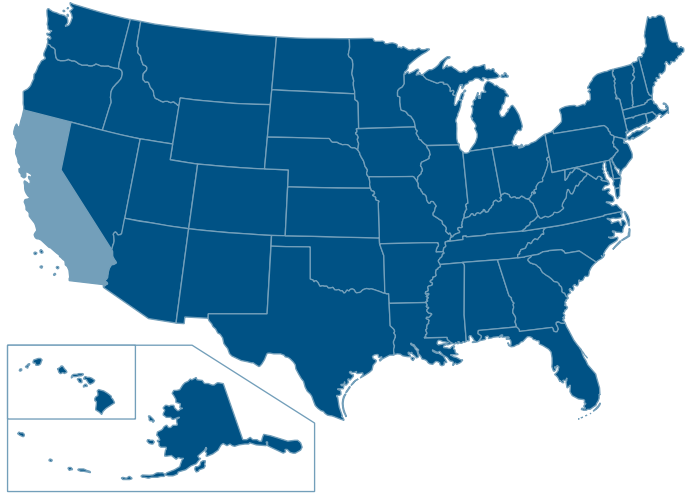
3716 South Hope Street, Suite 341  
 Los Angeles, CA 90089  
 Sergio Gascon | 213-821-2541  
 sgascon@usc.edu

## MBDA Business Center

6820 Airport Drive  
 Riverside, CA 92504  
 Daniel Sieu | 951-637-1460  
 dan.sieu@riversidembdcenter.com

## MBDA Business Center

800 North 1st Street, 2nd floor  
 San Jose, CA 95112  
 Alejandro Serrudo | 408-998-8058  
 info@sanjosembdcenter.com



## MBDA PERFORMANCE AT-A-GLANCE

Total Awards	\$ 250,067,585
Contracts	\$ 167,304,277
Capital	\$ 82,763,309
Total Jobs Created FY09-11	1,942

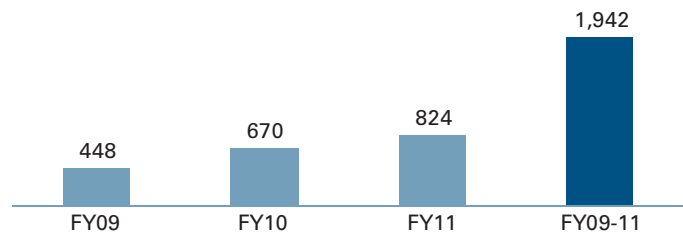
## PERFORMANCE OVERVIEW

In FY2011 MBDA helped California minority businesses to win 128 contracts totaling \$167,304,277, and obtain \$82,763,309 in capital through 45 financial transactions.

For clients with gross annual revenues of \$500,000 or more, California completed a total of 152 transactions for \$224,241,118. For businesses with annual gross revenues below \$500,000, California completed 21 transactions totaling \$25,826,468.

MBDA's California clients created 824 new jobs in FY2011.

## NEW JOBS CREATED BY MBDA



## CLIENT ANALYSIS BY REVENUE

	\$500K AND OVER	\$500K AND UNDER	TOTAL
Number of Contracts	122	6	128
Number of Capital Transactions	30	15	45
<b>Total Transactions</b>	<b>152</b>	<b>21</b>	<b>173</b>
Value of Contracts	\$ 164,659,309	\$ 2,644,968	\$ 167,304,277
Dollar Value of Capital	59,581,809	23,181,500	82,763,309
<b>Total Dollar Value of Awards</b>	<b>\$ 224,241,118</b>	<b>\$ 25,826,468</b>	<b>\$ 250,067,585</b>



## CLIENT ASSISTANCE BY SECTOR

	PRIVATE	FEDERAL GOVERNMENT	STATE GOVERNMENT	LOCAL GOVERNMENT	NOT REPORTED	TOTAL
Number of Contracts	44	36	8	24	12	124
Number of Capital Transactions	29	1	0	1	18	49
<b>Total Transactions</b>	<b>73</b>	<b>37</b>	<b>8</b>	<b>25</b>	<b>30</b>	<b>173</b>
Dollar Value of Contracts	\$ 76,512,353	13,062,451	1,606,878	70,123,175	5,999,420	\$ 107,304,277
Dollar Value of Capital	\$ 37,560,689	1,965,000	0	9,320,000	33,917,620	\$ 82,763,309

## MINORITY BUSINESS COMMUNITY AT-A-GLANCE (Based on 2007 Census)

BUSINESS OWNER	NUMBER OF FIRMS	GROSS RECEIPTS (\$1000S)	AVERAGE GROSS RECEIPTS	PAID EMPLOYEES
African American	137,891	\$ 18,419,879	\$ 133,583	85,263
American Indian & Alaska Native	45,569	\$ 4,648,919	\$ 102,019	20,813
Asian American	508,969	\$ 181,251,058	\$ 356,114	905,957
Native Hawaiian & Pacific Islander	9,174	\$ 1,136,638	\$ 123,898	5,987
Hispanic American	566,573	\$ 80,319,100	\$ 141,763	458,922
All Minority-Owned	1,220,581	\$ 283,713,234	\$ 232,441	1,471,933

## SUCCESS STORY

**Yerba Buena Engineering & Construction Inc.**, is a growing SBA 8(a) certified, small disadvantaged business, and HUBZone contractor headquartered in San Francisco. The San Jose MBDA Business Center helped identify opportunities, establish relationships with procurement officers, and market the company within the business community.

Yerba Buena has used the matchmaking forums organized by MBDA to develop new business leads and has benefited from MBDA training sessions.

MBDA constantly monitors the market for procurement opportunities funded by Federal agencies and state offices, where Yerba Buena has a competitive advantage as holder of an 8(a) certification and as a HUB Zone company.

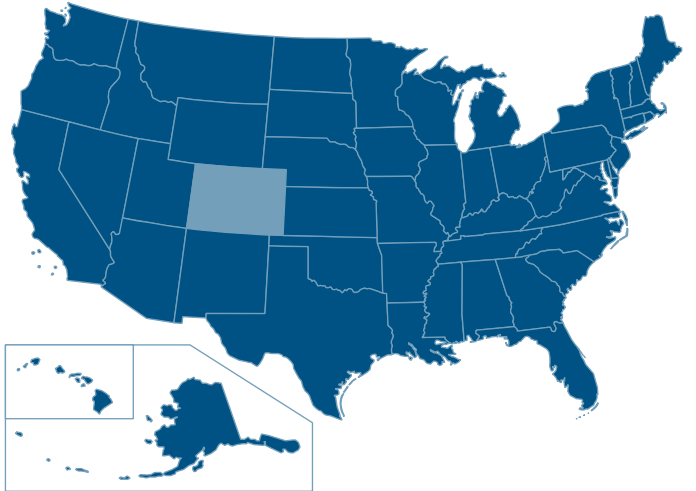
## CLIENT ASSISTANCE BY INDUSTRY

INDUSTRY	NUMBER OF TRANSACTIONS	VALUE OF TRANSACTIONS
Construction	86	\$ 80,921,134
Finance, Insurance, & Real Estate	10	\$ 36,602,224
Information	1	\$ 300,000
Manufacturing	18	\$ 12,370,381
Public Administration	2	\$ 3,000,000
Retail Trade	11	\$ 2,718,770
Services	32	\$ 85,972,082
Transportation, Warehousing, & Public Utilities	5	\$ 4,849,906
Wholesale Trade	8	\$ 23,333,088

# Colorado

## MBDA Business Center

1445 Market Street, Suite 310  
 Denver, CO 80202  
 Helena Haynes-Carter | 303-623-3105  
 info@denvermbdacenter.com



## PERFORMANCE OVERVIEW

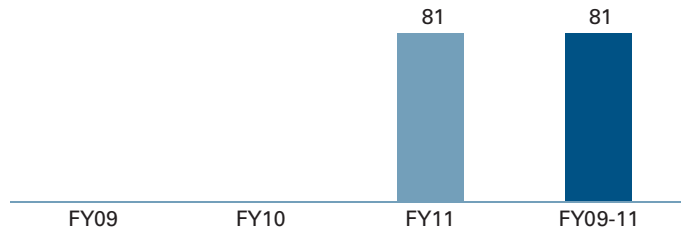
In FY2011, MBDA helped Colorado minority-owned businesses obtain four contracts totaling \$9,647,141.

MBDA assisted Colorado minority-owned businesses in creating 81 new jobs in FY2011.

## MBDA PERFORMANCE AT-A-GLANCE

Total Awards	\$	9,647,141
Contracts	\$	9,647,141
Total Jobs Created FY09-11		81

## NEW JOBS CREATED BY MBDA



## CLIENT ANALYSIS BY REVENUE

	\$500K AND OVER	\$500K AND UNDER	TOTAL
Number of Contracts	4	0	4
Number of Capital Transactions	0	0	0
<b>Total Transactions</b>	<b>4</b>	<b>0</b>	<b>4</b>
Value of Contracts	\$ 9,647,141	\$ 0	\$ 9,647,141
Dollar Value of Capital	0	0	0
<b>Total Dollar Value of Awards</b>	<b>\$ 9,647,141</b>	<b>\$ 0</b>	<b>\$ 9,647,141</b>

**Note:** The MBDA Colorado Business Center was established mid-way through the fiscal year. Greater performance is expected for FY2012, which will represent a full performance cycle.

## CLIENT ASSISTANCE BY SECTOR

	PRIVATE	FEDERAL GOVERNMENT	STATE GOVERNMENT	LOCAL GOVERNMENT	NOT REPORTED	TOTAL
Number of Contracts	4	0	0	0	0	4
Number of Capital Transactions	0	0	0	0	0	0
<b>Total Transactions</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4</b>
Dollar Value of Contracts	\$ 9,647,141	0	0	0	0	\$ 9,647,141
Dollar Value of Capital	\$ 0	0	0	0	0	\$ 0

## MINORITY BUSINESS COMMUNITY AT-A-GLANCE (Based on 2007 Census)

BUSINESS OWNER	NUMBER OF FIRMS	GROSS RECEIPTS (\$1000S)	AVERAGE GROSS RECEIPTS	PAID EMPLOYEES
African American	9,174	\$ 1,020,331	\$ 111,220	6,058
American Indian & Alaska Native	4,619	\$ 698,178	\$ 151,153	3,343
Asian American	14,482	\$ 3,444,060	\$ 237,817	27,393
Native Hawaiian & Pacific Islander	633	\$ 51,982	\$ 82,120	286
Hispanic American	33,762	\$ 6,618,417	\$ 196,032	37,629
All Minority-Owned	1,220,581	\$ 11,718,779	\$ 196,469	74,753

## SUCCESS STORY

**Gilmore Construction Corporation**, one of the leading minority-owned, commercial construction companies in Colorado, specializes in preconstruction, construction, design/build, and facility operations. Founded by Jacob Gilmore in Denver in 1997, the company has been a client of MBDA’s newest Business Center in Denver since 2011.

The MBDA Business Center provided counsel on organizational development and internal system management, tactical advice, recommendations and introductions that resulted in Gilmore Construction securing a \$4.6 million contract from Xcel Energy – a U.S. regional utility company – to dismantle its 1,100-acre plant. The contract will create 75 new jobs and help in retaining five others.

*“Gilmore Construction is grateful for the support of MBDA. The insightful leadership and tactical knowledge that the center’s project director has provided are invaluable additions to our team. We look forward to continuing our relationship with this vital organization to further position our firm for success.”* — Nicole Shroder, Executive Vice President

## CLIENT ASSISTANCE BY INDUSTRY

INDUSTRY	NUMBER OF TRANSACTIONS	VALUE OF TRANSACTIONS
Construction	1	\$ 4,500,000
Services	3	\$ 5,147,141



**SIGNATURE PROJECT:**  
Stapleton Recreation Center, Denver

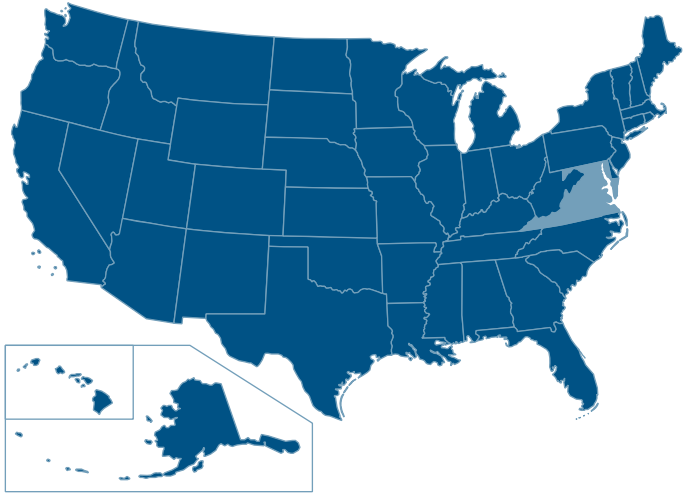
# District of Columbia, Maryland and Virginia

## MBDA Business Center

727 15th Street, NW, Suite 900  
 Washington, DC 20005  
 Eric Rice | 202-464-2304  
 erice@dcmdb.org

## MBDA Federal Procurement Center

1101 Pennsylvania Avenue, NW, 6th floor  
 Washington, DC 20004  
 Joe Montes | 202-756-0234  
 jmontes@mbdacontracts.com



## PERFORMANCE OVERVIEW

In FY2011, MBDA helped Washington, DC, Maryland, and Virginia minority-owned businesses obtain 42 contracts totaling \$112,311,374 and \$94,759,832 in capital through seven financial transactions.

For clients with gross annual revenues of \$500,000 or more, MBDA Business Centers completed 15 transactions totaling \$106,517,198. For clients with annual gross revenues below \$500,000, MBDA Business Centers completed 34 transactions totaling \$100,554,008.

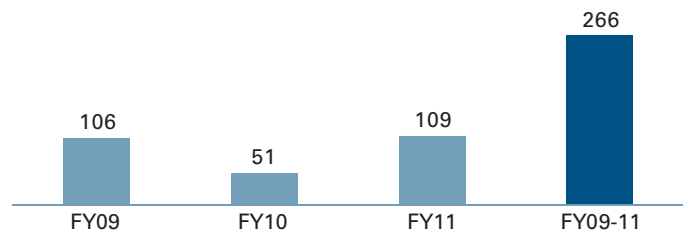
MBDA assisted Washington, DC, Maryland and Virginia minority-owned businesses in creating 109 new jobs in FY2011.



## MBDA PERFORMANCE AT-A-GLANCE

Total Awards	\$ 207,071,206
Contracts	\$ 112,311,373
Capital	\$ 94,759,833
Total Jobs Created FY09-11	266

## NEW JOBS CREATED BY MBDA



## CLIENT ANALYSIS BY REVENUE

	\$500K AND OVER	\$500K AND UNDER	TOTAL
Number of Contracts	13	29	42
Number of Capital Transactions	2	5	7
<b>Total Transactions</b>	<b>15</b>	<b>34</b>	<b>49</b>
Value of Contracts	\$ 98,617,198	\$ 13,694,176	\$ 112,311,373
Dollar Value of Capital	7,900,000	86,859,832	94,759,832
<b>Total Dollar Value of Awards</b>	<b>\$ 106,517,198</b>	<b>\$ 100,554,008</b>	<b>\$ 207,071,206</b>

## CLIENT ASSISTANCE BY SECTOR

	PRIVATE	FEDERAL GOVERNMENT	STATE GOVERNMENT	LOCAL GOVERNMENT	NOT REPORTED	TOTAL
Number of Contracts	8	33	0	0	1	42
Number of Capital Transactions	2	5	0	0	0	7
<b>Total Transactions</b>	<b>10</b>	<b>38</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>49</b>
Dollar Value of Contracts	\$ 14,495,761	97,604,392	0	0	211,220	\$ <b>112,311,373</b>
Dollar Value of Capital	\$ 7,900,000	86,825,000	0	0	34,833	\$ <b>94,759,833</b>

## MINORITY BUSINESS COMMUNITY AT-A-GLANCE (Based on 2007 Census)

BUSINESS OWNER	NUMBER OF FIRMS	GROSS RECEIPTS (\$1000S)	AVERAGE GROSS RECEIPTS	PAID EMPLOYEES
African American	15,764	\$ 2,165,348	\$ 137,360	18,968
American Indian & Alaska Native	507	\$ 58,309	\$ 115,008	209
Asian American	3,278	\$ 1,836,669	\$ 560,302	11,998
Native Hawaiian & Pacific Islander	data not released	data not released	n/a	data not released
Hispanic American	3,428	\$ 975,041	\$ 284,434	7,201
All Minority-Owned	22,505	\$ 4,993,805	\$ 221,898	38,273

## SUCCESS STORY

Barrington Jackson founded **HELIX Enterprises, Inc.**, a minority-owned general contractor headquartered in Maryland, in 2006. The company provides construction management, facility maintenance, engineering services, and audio/visual services.

The MBDA Business Center in Washington, DC has been working with the company since its inception, helping to secure bonding for contracts with the Federal government and the private sector, as well as securing contracts with various Federal agencies. The center assisted Helix in securing \$87.8 million in financing in the past year. In the five years that Helix has been a client, the center has assisted the company in securing more than \$200 million in financing and at least \$100 million in contract awards.

*“MBDA assisted Helix Enterprises in arranging bonding, legal consulting and consulting support. We have added to our existing workforce by adding two new full-time positions and we are very excited about an expected 60% increase in revenue in the coming year.”* —Barrington Jackson, Owner

## CLIENT ASSISTANCE BY INDUSTRY

INDUSTRY	NUMBER OF TRANSACTIONS	VALUE OF TRANSACTIONS
Construction	13	\$ 104,202,105
Finance, Insurance, & Real Estate	1	\$ 7,000,000
Retail Trade	4	\$ 16,846
Services	31	\$ 95,852,255



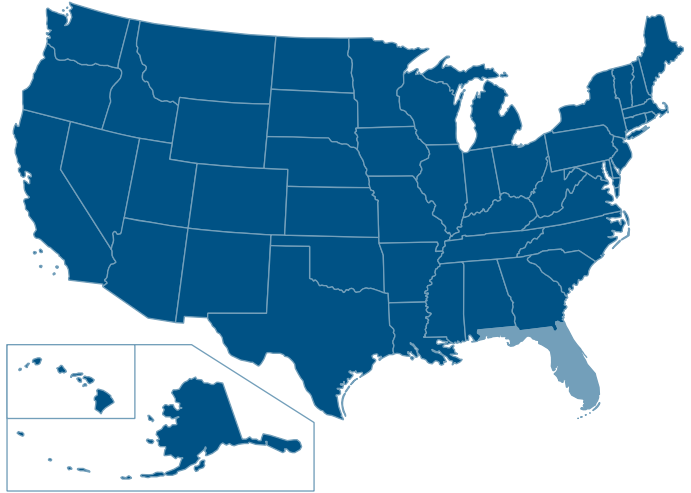
# Florida

## MBDA Business Center

970 South West, 1st Street, Suite 405-406  
 Miami, FL 33130  
 Jorge Iglesias | 786-316-0888  
 jorge@mbdabusinesscenterfl.org

## MBDA Business Center

7453 Brokerage Drive, Suite A  
 Orlando, FL 32809  
 Nancy Lee Straw | 407-404-6719  
 nancylee@fmsdc.org



## PERFORMANCE OVERVIEW

In FY2011, MBDA helped Florida minority-owned businesses obtain 53 contracts totaling \$215,178,057 and \$245,466,128 in capital through 60 financial transactions.

For clients with gross annual revenues of \$500,000 or more, MBDA Business Centers completed 99 transactions totaling \$400,207,324. For clients with annual gross revenues below \$500,000, MBDA Business Centers completed 14 transactions totaling \$60,436,862.

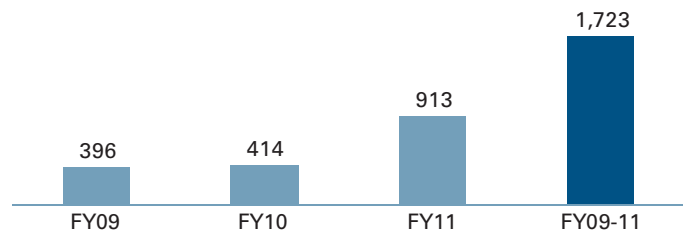
MBDA assisted Florida minority-owned businesses in creating 913 new jobs in FY2011.



## MBDA PERFORMANCE AT-A-GLANCE

Total Awards	\$ 460,644,184
Contracts	\$ 215,178,057
Capital	\$ 245,466,128
Total Jobs Created FY09-11	1,723

## NEW JOBS CREATED BY MBDA



## CLIENT ANALYSIS BY REVENUE

	\$500K AND OVER	\$500K AND UNDER	TOTAL
Number of Contracts	141	12	53
Number of Capital Transactions	58	2	60
<b>Total Transactions</b>	<b>99</b>	<b>14</b>	<b>113</b>
Value of Contracts	\$ 154,871,195	\$ 60,306,862	\$ 215,178,057
Dollar Value of Capital	245,466,128	130,000	245,466,128
<b>Total Dollar Value of Awards</b>	<b>\$ 400,207,324</b>	<b>\$ 60,436,862</b>	<b>\$ 460,644,184</b>

## CLIENT ASSISTANCE BY SECTOR

	PRIVATE	FEDERAL GOVERNMENT	STATE GOVERNMENT	LOCAL GOVERNMENT	NOT REPORTED	TOTAL
Number of Contracts	10	10	5	11	17	53
Number of Capital Transactions	12	10	0	6	32	60
<b>Total Transactions</b>	<b>22</b>	<b>20</b>	<b>5</b>	<b>17</b>	<b>49</b>	<b>113</b>
Dollar Value of Contracts	\$ 124,162,345	72,127,176	613,125	12,106,728	6,168,683	<b>\$ 215,178,057</b>
Dollar Value of Capital	\$ 222,005,137	11,243,245	0	2,359,577	9,858,170	<b>\$ 245,466,128</b>

## MINORITY BUSINESS COMMUNITY AT-A-GLANCE (Based on 2007 Census)

BUSINESS OWNER	NUMBER OF FIRMS	GROSS RECEIPTS (\$1000S)	AVERAGE GROSS RECEIPTS	PAID EMPLOYEES
African American	181,496	\$ 10,528,813	\$ 58,011	65,058
American Indian & Alaska Native	9,747	\$ 1,060,062	\$ 108,758	3,655
Asian American	6,908	\$ 17,340,193	\$ 267,056	104,650
Native Hawaiian & Pacific Islander	254	\$ 188,426	\$ 106,335	899
Hispanic American	99	\$ 72,644,226	\$ 161,382	302,345
All Minority-Owned	1,000	\$ 101,384,296	\$ 149,079	476,898

## SUCCESS STORY

**Interavia Spares & Services (ISS), Inc.** consistently had annual revenues of \$3 million until 2009, when profits fell, due in large part to the recession. With the help of the MBDA Business Center in Miami, ISS was able to recover, double its revenue, and continue to expand by building a select customer network with well-established airlines, repair stations and new markets.

*“MBDA proved to be very efficient, well-informed and quick in action to support my solicitation for help. The consultant from the Miami MBDA Business Center visited my office twice in a matter of two weeks and introduced me to a financial broker and an Ex-Im Bank insurance broker in order to put up a loan to help the business develop on a larger scale.”*

—Mariana Oprea, *Founder*

## CLIENT ASSISTANCE BY INDUSTRY

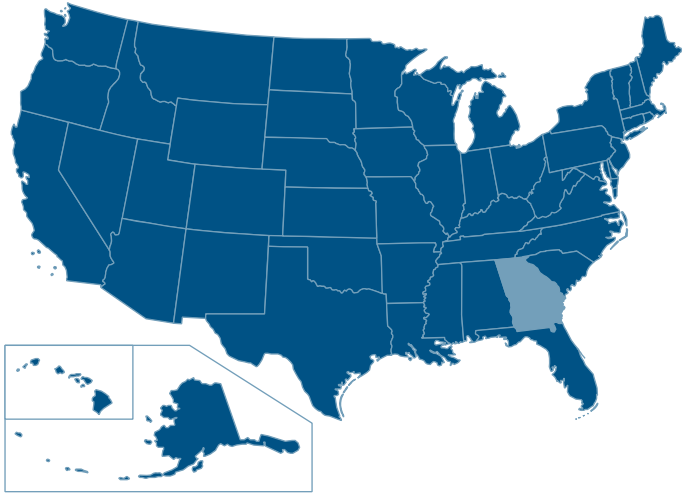
INDUSTRY	NUMBER OF TRANSACTIONS	VALUE OF TRANSACTIONS
Construction	63	\$ 15,470,544
Manufacturing	9	\$ 6,376,251
Mining	15	\$ 14,412,374
Services	21	\$ 408,421,701
Wholesale Trade	5	\$ 15,963,314



# Georgia

## MBDA Business Center

MBDA Business Center  
 75 5th Street, NW, Suite 300  
 Atlanta, GA 30308  
 Donna Ennis | 404-385-6466  
 donna.ennis@innovate.gatech.edu



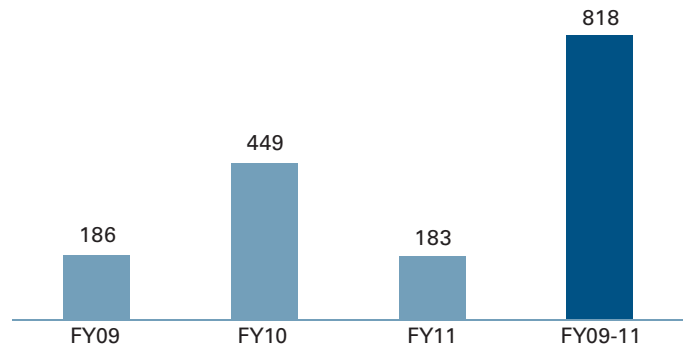
## PERFORMANCE OVERVIEW

In FY2011, MBDA helped Georgia minority-owned businesses obtain 21 contracts totaling \$47,052,617 and \$24,490,000 in capital through seven financial transactions.

For clients with gross annual revenues of \$500,000 or more, the MBDA Business Center completed 19 transactions totaling \$56,358,064. For clients with annual gross revenues below \$500,000, the MBDA Business Center completed nine transactions totaling \$15,184,553.

MBDA assisted Georgia minority-owned businesses in creating 183 new jobs in FY2011.

## NEW JOBS CREATED BY MBDA



## MBDA PERFORMANCE AT-A-GLANCE

Total Awards	\$ 71,542,617
Contracts	\$ 47,052,617
Capital	\$ 24,490,000
<b>Total Jobs Created FY09-11</b>	<b>818</b>

## CLIENT ANALYSIS BY REVENUE

	\$500K AND OVER	\$500K AND UNDER	TOTAL
Number of Contracts	13	8	21
Number of Capital Transactions	6	1	7
<b>Total Transactions</b>	<b>19</b>	<b>9</b>	<b>28</b>
Value of Contracts	\$ 39,518,064	\$ 7,534,553	\$ 47,052,617
Dollar Value of Capital	16,840,000	7,650,000	24,490,000
<b>Total Dollar Value of Awards</b>	<b>\$ 56,358,064</b>	<b>\$ 15,184,553</b>	<b>\$ 71,542,617</b>



## CLIENT ASSISTANCE BY SECTOR

	PRIVATE	FEDERAL GOVERNMENT	STATE GOVERNMENT	LOCAL GOVERNMENT	NOT REPORTED	TOTAL
Number of Contracts	7	13	1	0	0	21
Number of Capital Transactions	3	4	0	0	0	7
<b>Total Transactions</b>	<b>10</b>	<b>17</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>28</b>
Dollar Value of Contracts	\$ 22,183,231	23,615,141	1,254,245	0	0	\$ 47,052,617
Dollar Value of Capital	\$ 18,250,000	6,240,000	0	0	0	\$ 24,490,000

## MINORITY BUSINESS COMMUNITY AT-A-GLANCE (Based on 2007 Census)

BUSINESS OWNER	NUMBER OF FIRMS	GROSS RECEIPTS (\$1000S)	AVERAGE GROSS RECEIPTS	PAID EMPLOYEES
African American	183,864	\$ 8,886,536	\$ 48,332	54,676
American Indian & Alaska Native	5,975	\$ 875,556	\$ 146,537	6,098
Asian American	46,222	\$ 14,619,538	\$ 316,290	82,168
Native Hawaiian & Pacific Islander	1,145	\$ 134,506	\$ 117,472	918
Hispanic American	32,574	\$ 5,964,841	\$ 183,117	25,874
All Minority-Owned	263,356	\$ 30,321,985	\$ 115,137	168,430

## SUCCESS STORY

**Sirius Chemical Group, dba Global Water, LLC**, a manufacturer and provider of cleaning products for commercial, industrial and food and beverage facilities, was founded in 2004 by Jesse Storr in McDonough, Georgia.

The MBDA Business Center in Atlanta assisted Sirius in developing a business plan to support the company's growth, researched sources of capital, provided introductions, assisted in developing presentations, and provided access to opportunities through B2Bs, client networking programs and open events. As a result, Sirius Chemical Group secured a \$6.6 million contract, which will indirectly create 12 new jobs and retain 11 employees. The contract represents a greater than 90% increase in revenue.

*"The MBDA Business Center's staff has skills that fit our business model perfectly. Our account manager has a strong business development and chemical background with practical experience in water that has been a tremendous asset. Her understanding of financial and manufacturing needs helped in developing strategies for securing non-traditional financing. This opened the door to establishing additional resources necessary for our company to move to new levels. In addition, the MBDA Business Center has connected me with expert resources and has provided opportunities for me to meet other MBEs and companies to explore contracting opportunities."* —Jesse Storr, President

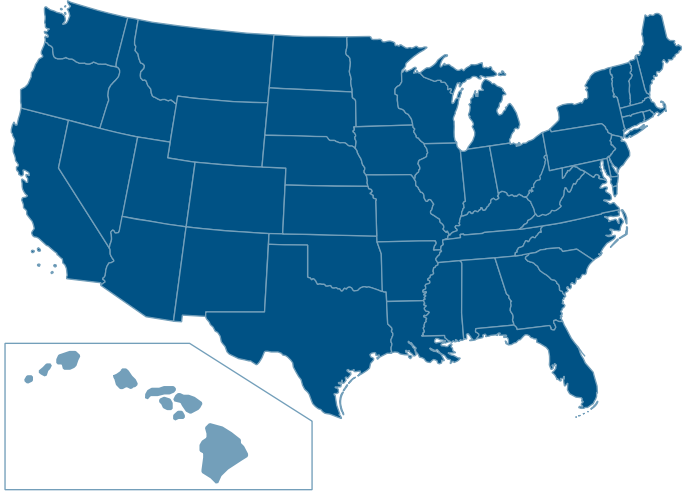
## CLIENT ASSISTANCE BY INDUSTRY

INDUSTRY	NUMBER OF TRANSACTIONS	VALUE OF TRANSACTIONS
Construction	7	\$ 16,561,700
Finance, Insurance, & Real Estate	2	\$ 1,910,765
Manufacturing	2	\$ 13,200,000
Public Administration	1	\$ 5,325,000
Retail Trade	1	\$ 7,650,000
Services	10	\$ 22,688,693
Transportation, Warehousing, & Public Utilities	5	\$ 4,206,458

# Hawaii

## MBDA Business Center

2404 Maile Way, D307  
 Honolulu, HI 96822  
 Dana Hauanio | 808-956-0850  
 dhauanio@honolulu-mbdc.org



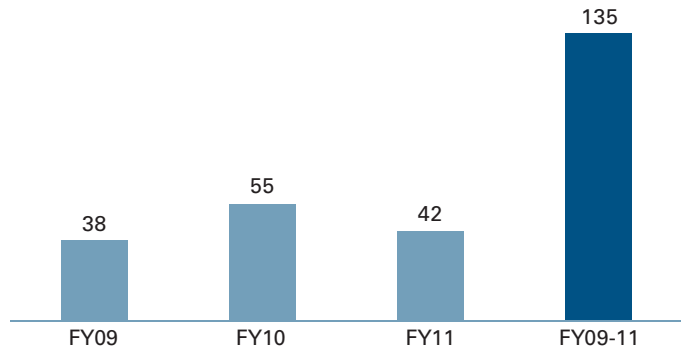
## PERFORMANCE OVERVIEW

In FY2011, MBDA helped Hawaii minority-owned businesses obtain 49 contracts totaling \$19,935,558 and \$8,773,100 in capital through six financial transactions.

For clients with gross annual revenues of \$500,000 or more, the MBDA Business Center completed 43 transactions totaling \$24,863,337. For clients with annual gross revenues below \$500,000, the MBDA Business Center completed 12 transactions totaling \$3,845,321.

MBDA assisted Hawaii minority-owned businesses in creating 42 new jobs in FY2011.

## NEW JOBS CREATED BY MBDA



## MBDA PERFORMANCE AT-A-GLANCE

Total Awards	\$ 28,708,658
Contracts	\$ 19,935,558
Capital	\$ 8,773,100
Total Jobs Created FY09-11	135

## CLIENT ANALYSIS BY REVENUE

	\$500K AND OVER	\$500K AND UNDER	TOTAL
Number of Contracts	37	12	49
Number of Capital Transactions	6	0	6
<b>Total Transactions</b>	<b>43</b>	<b>12</b>	<b>55</b>
Value of Contracts	\$ 16,090,237	\$ 3,845,321	\$ 19,935,558
Dollar Value of Capital	8,773,100	0	8,773,100
<b>Total Dollar Value of Awards</b>	<b>\$ 24,863,337</b>	<b>\$ 3,845,321</b>	<b>\$ 28,708,658</b>

## CLIENT ASSISTANCE BY SECTOR

	PRIVATE	FEDERAL GOVERNMENT	STATE GOVERNMENT	LOCAL GOVERNMENT	NOT REPORTED	TOTAL
Number of Contracts	35	12	1	1	0	49
Number of Capital Transactions	1	4	0	0	1	6
<b>Total Transactions</b>	<b>36</b>	<b>16</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>55</b>
Dollar Value of Contracts	\$ 14,612,324	5,270,336	48,600	4,298	0	\$ 19,935,558
Dollar Value of Capital	\$ 37,000	2,736,100	0	0	6,000,000	\$ 8,773,100

## MINORITY BUSINESS COMMUNITY AT-A-GLANCE (Based on 2007 Census)

BUSINESS OWNER	NUMBER OF FIRMS	GROSS RECEIPTS (\$1000S)	AVERAGE GROSS RECEIPTS	PAID EMPLOYEES
African American	1,067	\$ 325,005	\$ 304,597	54,676
American Indian & Alaska Native	1,548	\$ 317,548	\$ 205,134	6,098
Asian American	56,872	\$ 18,154,362	\$ 319,214	82,186
Native Hawaiian & Pacific Islander	11,403	\$ 2,378,963	\$ 208,626	918
Hispanic American	4,374	\$ 5,964,841	\$ 153,561	25,874
All Minority-Owned	68,542	\$ 20,634,544	\$ 301,050	168,430

## SUCCESS STORY

The MBDA Business Center in Honolulu provided general business advice, marketing strategy and procurement consulting services, along with assistance in positioning **Trace Industries, Inc.** as a Federal and state government contractor. As a result, in FY2010 the company was awarded an Indefinite Delivery Indefinite Quantity (IDIQ) demolition contract, with an estimated total value of \$20 million. Subsequently, in FY2011 the company was awarded two contracts—\$482,000 and \$406,000—with the Naval Facilities Engineering Command, which created two jobs and retained seven.

*“The MBDA Business Center of Honolulu has helped our company grow and develop immensely. We couldn’t have done it without them.”*

—Tracy K. Poepoe, *President & Owner*

## CLIENT ASSISTANCE BY INDUSTRY

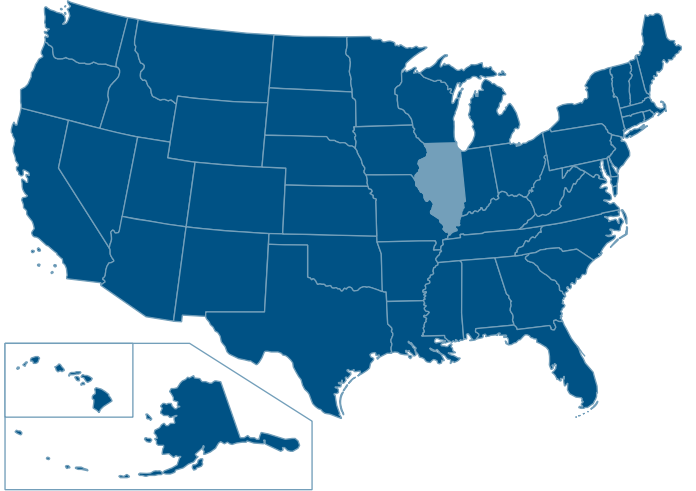
INDUSTRY	NUMBER OF TRANSACTIONS	VALUE OF TRANSACTIONS
Construction	48	\$ 28,439,399
Services	7	\$ 269,259



# Illinois

## MBDA Business Center

105 West Adams Street, Suite 2300  
 Chicago, IL 60603  
 Hans Bonner | 312-755-2565  
 hbonner@chicagomsdc.org



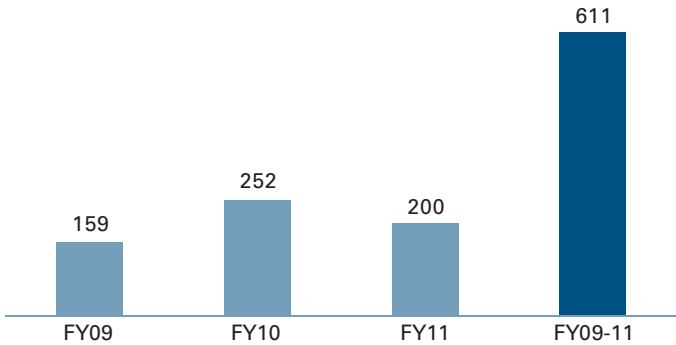
## PERFORMANCE OVERVIEW

In FY2011, MBDA helped Illinois minority-owned businesses obtain 63 contracts totaling \$251,162,730 and \$20,807,908 in capital through 19 financial transactions.

For clients with gross annual revenues of \$500,000 or more, the MBDA Business Center completed 82 transactions totaling \$271,970,638.

MBDA assisted Illinois minority-owned businesses in creating 200 new jobs in FY2011.

## NEW JOBS CREATED BY MBDA



## MBDA PERFORMANCE AT-A-GLANCE

Total Awards	\$ 271,970,638
Contracts	\$ 251,162,730
Capital	\$ 20,807,908
Total Jobs Created FY09-11	611

## CLIENT ANALYSIS BY REVENUE

	\$500K AND OVER	\$500K AND UNDER	TOTAL
Number of Contracts	63	0	63
Number of Capital Transactions	19	0	19
<b>Total Transactions</b>	<b>82</b>	<b>0</b>	<b>82</b>
Value of Contracts	\$ 251,162,730	\$ 0	\$ 251,162,730
Dollar Value of Capital	20,807,908	0	20,807,908
<b>Total Dollar Value of Awards</b>	<b>\$ 271,970,638</b>	<b>\$ 0</b>	<b>\$ 271,970,638</b>

## CLIENT ASSISTANCE BY SECTOR

	PRIVATE	FEDERAL GOVERNMENT	STATE GOVERNMENT	LOCAL GOVERNMENT	NOT REPORTED	TOTAL
Number of Contracts	60	0	0	0	3	63
Number of Capital Transactions	12	0	0	0	7	19
<b>Total Transactions</b>	<b>72</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10</b>	<b>82</b>
Dollar Value of Contracts	\$ 250,446,300	0	0	0	716,430	\$ 251,162,730
Dollar Value of Capital	\$ 13,691,928	0	0	0	7,115,980	\$ 20,807,908

## MINORITY BUSINESS COMMUNITY AT-A-GLANCE (Based on 2007 Census)

BUSINESS OWNER	NUMBER OF FIRMS	GROSS RECEIPTS (\$1000S)	AVERAGE GROSS RECEIPTS	PAID EMPLOYEES
African American	106,626	\$ 6,840,718	\$ 64,156	45,295
American Indian & Alaska Native	5,391	\$ 690,412	\$ 128,068	4,420
Asian American	59,367	\$ 18,485,950	\$ 311,384	102,991
Native Hawaiian & Pacific Islander	569	\$ 31,590	\$ 55,518	277
Hispanic American	56,567	\$ 10,337,194	\$ 182,742	77,4494
All Minority-Owned	223,007	\$ 36,273,078	\$ 162,645	228,015

## SUCCESS STORY

As a result of the assistance offered by the senior business development manager at the MBDA Business Center in Chicago, **LJ Ross and Associates** won a three-year \$177 million contract to provide collection services to First Energy Corporation. This contract created six jobs, retained 54, represented a 60% increase in revenue, and helped to further strengthen LJ Ross's position in the industry. The Chicago MBDA Business Center also assisted LJ Ross in identifying financial resources for future business expansion.

*"The senior business development manager of the Chicago MBDA Business Center used his knowledge of the energy utility industry and introduced us to people who have been helpful to us getting this contract."*

—Lisa Ross, Sales Director

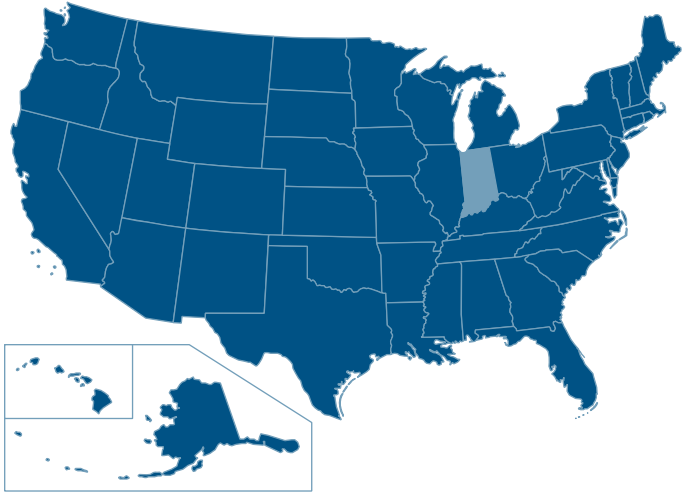
## CLIENT ASSISTANCE BY INDUSTRY

INDUSTRY	NUMBER OF TRANSACTIONS	VALUE OF TRANSACTIONS
Construction	29	\$ 29,698,076
Finance, Insurance, & Real Estate	1	\$ 177,000,000
Manufacturing	19	\$ 29,581,566
Services	7	\$ 1,768,746
Transportation, Warehousing, & Public Utilities	22	\$ 33,613,621
Wholesale Trade	4	\$ 308,628

# Indiana

## MBDA Business Center

2126 North Meridian Street, Suite 110  
 Indianapolis, IN 46202  
 Elizabeth Gibson | 317-789-8115  
 lgibson@indymbdacenter.com



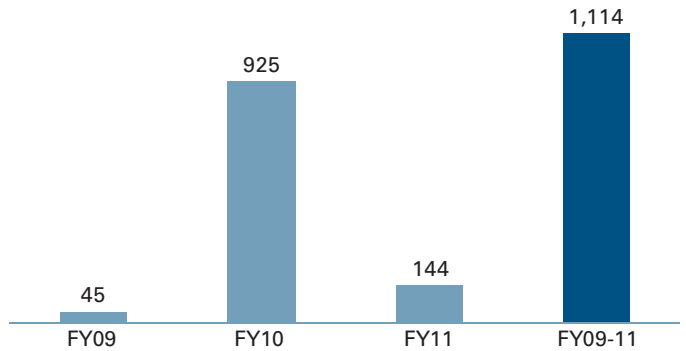
## PERFORMANCE OVERVIEW

In FY2011, MBDA helped Indiana minority-owned businesses obtain 10 contracts totaling \$16,064,985.

For clients with gross annual revenues of \$500,000 or more, the MBDA Business Center completed one transaction totaling \$204,000. For clients with annual gross revenues below \$500,000, the MBDA Business Center completed nine transactions totaling \$15,860,985.

MBDA assisted Indiana minority-owned businesses in creating 144 new jobs in FY2011.

## NEW JOBS CREATED BY MBDA



## MBDA PERFORMANCE AT-A-GLANCE

Total Awards	\$ 16,064,985
Contracts	\$ 16,064,985
Capital	\$ 0
Total Jobs Created FY09-11	1,114

## CLIENT ANALYSIS BY REVENUE

	\$500K AND OVER	\$500K AND UNDER	TOTAL
Number of Contracts	1	9	10
Number of Capital Transactions	0	0	0
<b>Total Transactions</b>	<b>1</b>	<b>9</b>	<b>10</b>
Value of Contracts	\$ 204,000	\$ 15,860,985	\$ 16,064,985
Dollar Value of Capital	0	0	0
<b>Total Dollar Value of Awards</b>	<b>\$ 204,000</b>	<b>\$ 15,860,985</b>	<b>\$ 16,064,985</b>

## CLIENT ASSISTANCE BY SECTOR

	PRIVATE	FEDERAL GOVERNMENT	STATE GOVERNMENT	LOCAL GOVERNMENT	NOT REPORTED	TOTAL
Number of Contracts	6	0	2	0	2	10
Number of Capital Transactions	0	0	0	0	0	0
<b>Total Transactions</b>	<b>6</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>10</b>
Dollar Value of Contracts	\$ 3,540,011	0	12,309,285	0	215,689	\$ 16,064,985
Dollar Value of Capital	\$ 0	0	0	0	0	\$ 0

## MINORITY BUSINESS COMMUNITY AT-A-GLANCE (Based on 2007 Census)

BUSINESS OWNER	NUMBER OF FIRMS	GROSS RECEIPTS (\$1000S)	AVERAGE GROSS RECEIPTS	PAID EMPLOYEES
African American	22,127	\$ 2,286,534	\$ 103,337	16,315
American Indian & Alaska Native	2,207	\$ 236,256	\$ 107,048	1,294
Asian American	8,756	\$ 3,409,496	\$ 389,390	24,730
Native Hawaiian & Pacific Islander	177	\$ 4,540	\$ 234,689	837
Hispanic American	8,558	\$ 1,695,184	\$ 198,082	14,304
All Minority-Owned	40,706	\$ 7,921,197	\$ 194,595	58,273

## SUCCESS STORY

**RFS Group, LLC**, a minority-owned janitorial supplies and services company, was founded by Kevin Robinson in 2006 in Indianapolis. It has been an MBDA client since 2011.

The MBDA Business Center in Indianapolis provided introductions, procurement assistance, and business counseling to RFS Group, LLC that has resulted in the award of several contracts totaling \$16,700 and retained eight jobs. Since becoming a client of MBDA, the company's revenues have increased 10 percent.

*“My relationship with the Indianapolis MBDA Business Center has been a great experience. They have bent over backwards to assist me with getting new accounts and have been a great advocate for my business. The relationship is off to a good start and I am looking forward to continuing the relationship to grow my business.”*

—Kevin Robinson, *Founder*

## CLIENT ASSISTANCE BY INDUSTRY

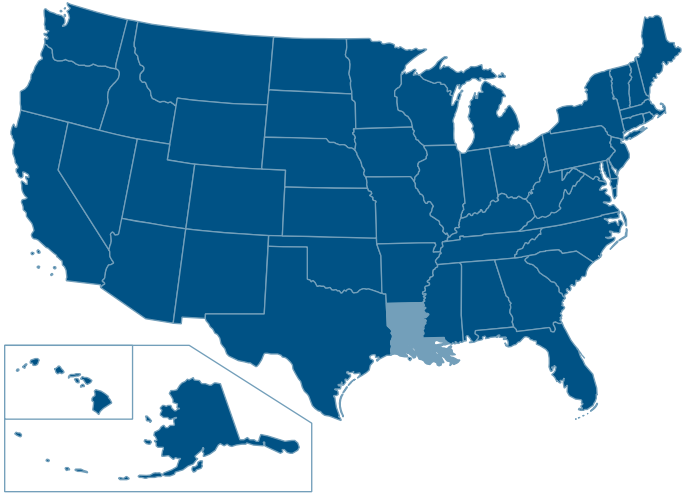
INDUSTRY	NUMBER OF TRANSACTIONS	VALUE OF TRANSACTIONS
Retail Trade	4	\$ 734,413
Services	5	\$ 15,126,572
Transportation, Warehousing, & Public Utilities	1	\$ 204,000



# Louisiana

## MBDA Business Center

400 Poydras Street, Suite 1965  
 New Orleans, LA 70130  
 Phala Mire | 504-293-0402  
 pkmire@lamsdc.org



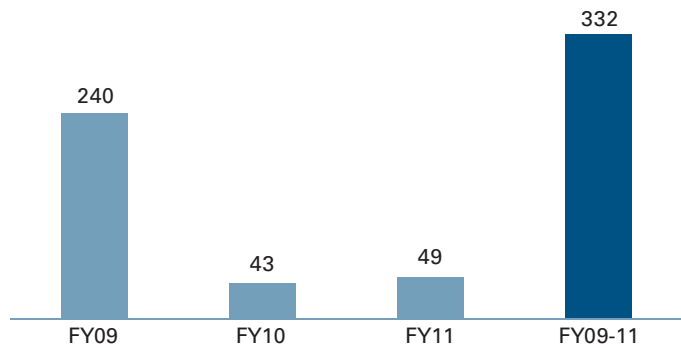
## PERFORMANCE OVERVIEW

In FY2011, MBDA helped Louisiana minority-owned businesses obtain 23 contracts totaling \$82,230,992 and \$183,000 in capital through one financial transaction.

For clients with gross annual revenues of \$500,000 or more, the MBDA Business Center completed 18 transactions totaling \$79,402,071. For clients with annual gross revenues below \$500,000, the MBDA Business Center completed six transactions totaling \$3,011,921.

MBDA assisted Louisiana minority-owned businesses in creating 49 new jobs in FY2011.

## NEW JOBS CREATED BY MBDA



## MBDA PERFORMANCE AT-A-GLANCE

Total Awards	\$ 82,413,992
Contracts	\$ 82,230,992
Capital	\$ 183,000
<b>Total Jobs Created FY09-11</b>	<b>332</b>

## CLIENT ANALYSIS BY REVENUE

	\$500K AND OVER	\$500K AND UNDER	TOTAL
Number of Contracts	17	6	23
Number of Capital Transactions	1	0	1
<b>Total Transactions</b>	<b>18</b>	<b>6</b>	<b>24</b>
Value of Contracts	\$ 79,219,071	\$ 3,011,921	\$ 82,230,992
Dollar Value of Capital	183,000	0	183,000
<b>Total Dollar Value of Awards</b>	<b>\$ 79,402,071</b>	<b>\$ 3,011,921</b>	<b>\$ 82,413,992</b>



## CLIENT ASSISTANCE BY SECTOR

	PRIVATE	FEDERAL GOVERNMENT	STATE GOVERNMENT	LOCAL GOVERNMENT	NOT REPORTED	TOTAL
Number of Contracts	13	2	1	0	7	23
Number of Capital Transactions	0	0	0	0	1	1
<b>Total Transactions</b>	<b>13</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>8</b>	<b>24</b>
Dollar Value of Contracts	\$ 10,746,620	2,603,000	15,500,000	0	53,381,372	\$ 82,230,992
Dollar Value of Capital	\$ 0	0	0	0	183,000	\$ 183,000

## MINORITY BUSINESS COMMUNITY AT-A-GLANCE (Based on 2007 Census)

BUSINESS OWNER	NUMBER OF FIRMS	GROSS RECEIPTS (\$1000S)	AVERAGE GROSS RECEIPTS	PAID EMPLOYEES
African American	59,909	\$ 2,767,418	\$ 46,194	23,946
American Indian & Alaska Native	2,682	\$ 629,421	\$ 234,683	2,836
Asian American	10,365	\$ 2,642,926	\$ 254,986	20,401
Native Hawaiian & Pacific Islander	125	\$ 10,429	\$ 83,432	93
Hispanic American	11,068	\$ 2,580,362	\$ 233,137	13,271
All Minority-Owned	83,279	\$ 8,995,284	\$ 108,014	61,864

## SUCCESS STORY



**MSF Global**, a digital solutions company based in New Orleans, provides local governments, universities, businesses, and charities with cost-effective geospatial information services (GIS) and related information technology support. Started in 2003 by Marseyas S. Fernandez, the firm has grown from \$650,000 in 2008 to \$1.7 million. Fernandez attributes much of his success to the assistance that he received from the MBDA Business Center in New Orleans.

*“I’ve had great experiences at the MBDA Business Center. It’s meant a lot of introductions and networking and our last three engagements have been a result of the MBDA Business Center. They’ve created a great platform to put the word out there, and we put ourselves in a position to respond.”*

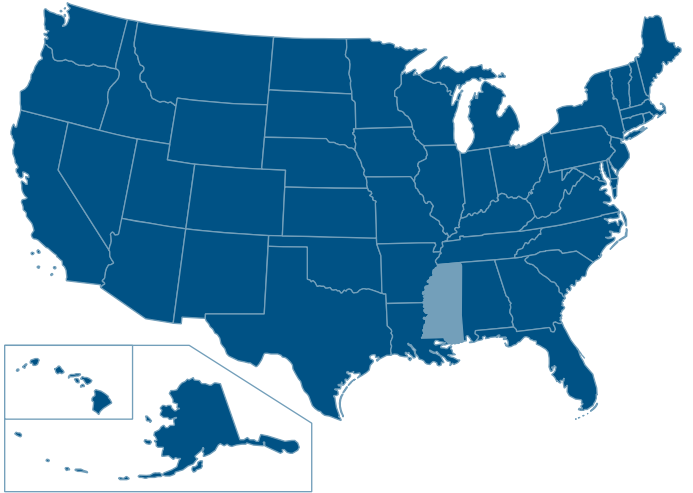
—Marseyas S. Fernandez, *Founder*

## CLIENT ASSISTANCE BY INDUSTRY

INDUSTRY	NUMBER OF TRANSACTIONS	VALUE OF TRANSACTIONS
Construction	3	\$ 198,738
Finance, Insurance, & Real Estate	2	\$ 55,040,993
Manufacturing	1	\$ 5,000
Mining	7	\$ 4,082,196
Retail Trade	1	\$ 18,600
Services	10	\$ 23,068,465

# Mississippi

**MBDA Business Center**  
 501 N.W. Street  
 Suite 401  
 Jackson, MS 39201



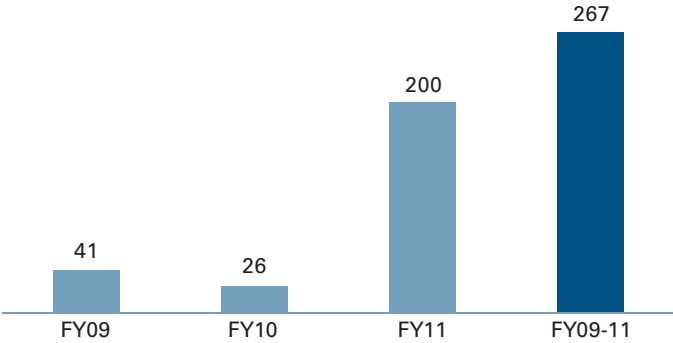
## PERFORMANCE OVERVIEW

In FY2011, MBDA helped Mississippi minority-owned businesses obtain 10 contracts totaling \$12,900,037 and \$5,000,000 in capital through one transaction.

For clients with gross annual revenues of \$500,000 or more, the MBDA Business Center completed 10 transactions totaling \$12,893,804. For clients with annual gross revenues below \$500,000, the MBDA Business Center completed one transaction totaling \$6,223.

MBDA assisted Mississippi minority-owned businesses in creating 200 new jobs in FY2011.

## NEW JOBS CREATED BY MBDA



## MBDA PERFORMANCE AT-A-GLANCE

Total Awards	\$ 17,900,037
Contracts	\$ 12,900,037
Capital	\$ 5,000,000
Total Jobs Created FY09-11	267

## CLIENT ANALYSIS BY REVENUE

	\$500K AND OVER	\$500K AND UNDER	TOTAL
Number of Contracts	9	1	10
Number of Capital Transactions	1	0	1
<b>Total Transactions</b>	<b>10</b>	<b>1</b>	<b>11</b>
Value of Contracts	\$ 12,893,804	\$ 6,233	\$ 12,900,037
Dollar Value of Capital	5,000,000	0	5,000,000
<b>Total Dollar Value of Awards</b>	<b>\$ 17,893,804</b>	<b>\$ 6,233</b>	<b>\$ 17,900,037</b>

## CLIENT ASSISTANCE BY SECTOR

	PRIVATE	FEDERAL GOVERNMENT	STATE GOVERNMENT	LOCAL GOVERNMENT	NOT REPORTED	TOTAL
Number of Contracts	7	0	1	2	0	10
Number of Capital Transactions	0	0	0	0	1	1
<b>Total Transactions</b>	<b>7</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>11</b>
Dollar Value of Contracts	\$ 12,886,206	0	1,395	12,436	0	\$ 12,900,037
Dollar Value of Capital	\$ 0	0	0	0	5,000,000	\$ 5,000,000

## MINORITY BUSINESS COMMUNITY AT-A-GLANCE (Based on 2007 Census)

BUSINESS OWNER	NUMBER OF FIRMS	GROSS RECEIPTS (\$1000S)	AVERAGE GROSS RECEIPTS	PAID EMPLOYEES
African American	40,615	\$ 1,707,276	\$ 42,036	11,466
American Indian & Alaska Native	727	\$ 154,425	\$ 212,414	756
Asian American	4,002	\$ 1,405,965	\$ 351,316	data not released
Native Hawaiian & Pacific Islander	72	\$ 2,275	\$ 1,597	2,759
Hispanic American	1,828	\$ 323,691	\$ 177,074	26,774
All Minority-Owned	46,791	\$ 3,588,439	\$ 97,676	18,807

## SUCCESS STORY

**G&M Associates** is a construction and engineering services company that has become a full-service design and building contractor for the commercial, institutional and governmental sectors. G&M was founded by Greg Rice in 1999 and became an MBDA client in 2006.

As a result of MBDA's assistance, G&M Associates was awarded a \$13 million contract from Gulf Coast Housing to build a multi-family, commercial and retail facility in a New Orleans neighborhood hit hard by Hurricane Katrina. The project includes retail space on the ground floor, topped by two floors of affordable housing. The contract created 120 new jobs with workers coming from the surrounding states.

*"Working with MBDA has been a phenomenal experience. Their experts seem to really know the pulse of the city and the state. Their services resulted in a \$13 million revenue stream which otherwise would not have been available to G & M Associates."*

—Greg Rice, *Founder*

## CLIENT ASSISTANCE BY INDUSTRY

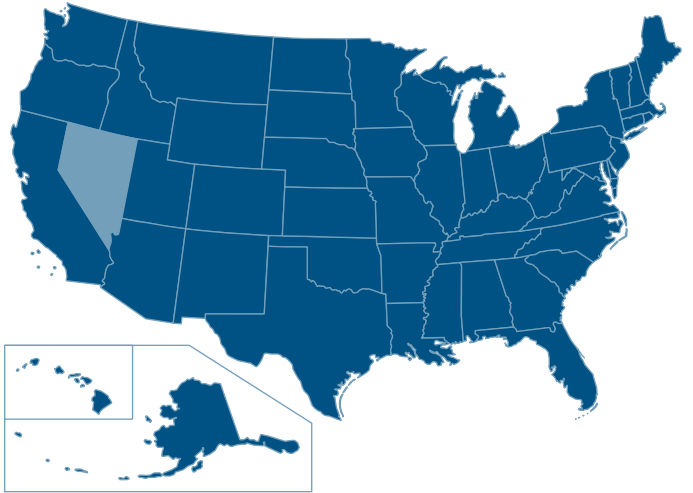
INDUSTRY	NUMBER OF TRANSACTIONS	VALUE OF TRANSACTIONS
Construction	4	\$ 17,877,206
Services	7	\$ 22,831



# Nevada

## MBDA Business Center

626 South Ninth Street  
 Las Vegas, NV 89101  
 Leonard Hamilton | 702-382-9522  
 nvcdc.mbda@lvcoxmail.com



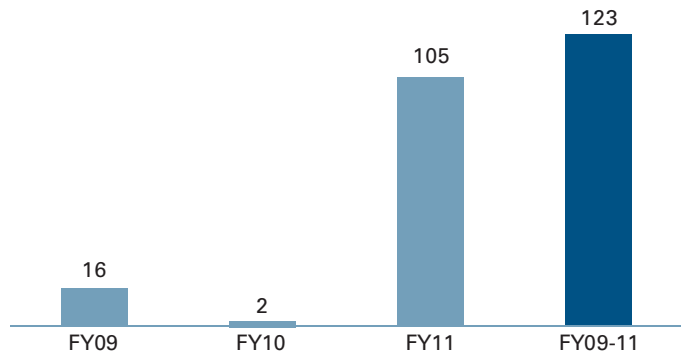
## PERFORMANCE OVERVIEW

In FY2011, MBDA helped Nevada minority-owned businesses obtain three contracts totaling \$1,633,932 and \$28,185,038 in capital through three transactions.

For clients with gross annual revenues of \$500,000 or more, the MBDA Business Center completed two transactions totaling \$2,566,500. For clients with annual gross revenues below \$500,000, the MBDA Business Center completed four transactions totaling \$27,252,470.

MBDA assisted Nevada minority-owned businesses in creating 105 new jobs in FY2011.

## NEW JOBS CREATED BY MBDA



## MBDA PERFORMANCE AT-A-GLANCE

Total Awards	\$ 29,818,970
Contracts	\$ 1,633,932
Capital	\$ 28,185,038
Total Jobs Created FY09-11	123

## CLIENT ANALYSIS BY REVENUE

	\$500K AND OVER	\$500K AND UNDER	TOTAL
Number of Contracts	1	2	3
Number of Capital Transactions	1	2	3
<b>Total Transactions</b>	<b>2</b>	<b>4</b>	<b>6</b>
Value of Contracts	\$ 674,700	\$ 959,232	\$ 1,633,932
Dollar Value of Capital	1,891,800	26,293,238	28,185,038
<b>Total Dollar Value of Awards</b>	<b>\$ 2,566,500</b>	<b>\$ 27,252,470</b>	<b>\$ 29,818,970</b>

## CLIENT ASSISTANCE BY SECTOR

	PRIVATE	FEDERAL GOVERNMENT	STATE GOVERNMENT	LOCAL GOVERNMENT	NOT REPORTED	TOTAL
Number of Contracts	2	0	0	0	1	3
Number of Capital Transactions	1	0	0	0	2	3
<b>Total Transactions</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>6</b>
Dollar Value of Contracts	\$ 959,232	0	0	0	674,700	\$ 1,633,932
Dollar Value of Capital	\$ 1,891,800	0	0	0	26,293,238	\$ 28,185,038

## MINORITY BUSINESS COMMUNITY AT-A-GLANCE (Based on 2007 Census)

BUSINESS OWNER	NUMBER OF FIRMS	GROSS RECEIPTS (\$1000S)	AVERAGE GROSS RECEIPTS	PAID EMPLOYEES
African American	8,658	\$ 1,069,909	\$ 123,575	11,637
American Indian & Alaska Native	1,775	\$ 403,270	\$ 227,194	1,609
Asian American	17,542	\$ 3,848,621	\$ 219,395	23,862
Native Hawaiian & Pacific Islander	582	\$ 121,082	\$ 208,045	557
Hispanic American	18,035	\$ 3,157,224	\$ 175,061	21,922
All Minority-Owned	45,533	\$ 8,568,864	\$ 188,190	59,163

## SUCCESS STORY

**Hearon Media, Inc.**, founded by Donald Hearon, started doing business in Las Vegas in 1977 as Hearon Records. The company has grown yearly in size and scope since it was created and is now one of the largest media outlets in the country. Early in 2011, Hearon consulted with the MBDA Business Center in Las Vegas for help in finding capital to expand Hearon Media’s ability to deliver its mix of services.

An assessment by the staff in the Las Vegas MBDA Business Center determined which loan programs were best suited to the company. The staff members assisted in researching and assembling the loan package that would generate the capital needed to purchase a 13,000 sq. ft. facility. In June 2011, Hearon secured a loan for \$1.3 million from DJD Enterprises, LLC, enabling Hearon to create 50 new jobs and retain six existing employees.

*“The MBDA Business Center helped my business tremendously.”*

—Donald Hearon, *Owner*

## CLIENT ASSISTANCE BY INDUSTRY

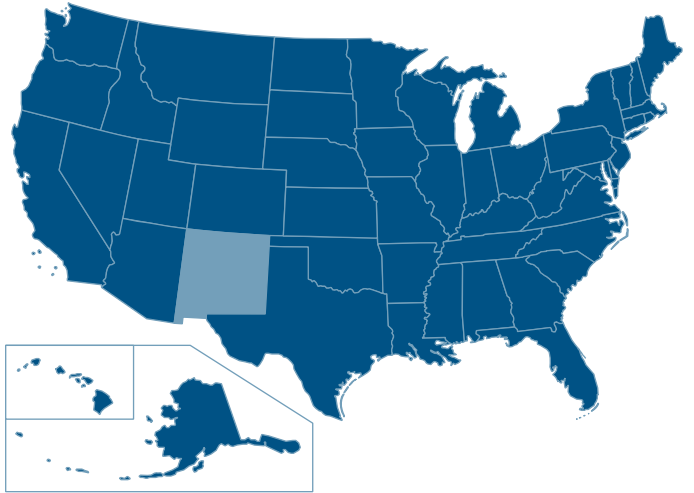
INDUSTRY	NUMBER OF TRANSACTIONS	VALUE OF TRANSACTIONS
Construction	1	\$ 674,700
Retail Trade	2	\$ 26,891,800
Services	3	\$ 2,252,470



# New Mexico

**MBDA Business Center**  
 718 Central Avenue, SW  
 Albuquerque, NM 87102  
 Anna Muller | 505-843-7114  
 info@nedainc.net

**Native American Business Enterprise Center**  
 2401 12th Street, NW, Suite 5, South  
 Albuquerque, NM 87104  
 Ted Pedro | 505-243-6775  
 tedpedro@nmnabec.org



## PERFORMANCE OVERVIEW

In FY2011, MBDA helped New Mexico minority-owned businesses obtain 37 contracts totaling \$43,573,304 and \$76,146,993 in capital through 26 transactions.

For clients with gross annual revenues of \$500,000 or more, MBDA Business Centers completed 53 transactions totaling \$104,061,564. For clients with annual gross revenues below \$500,000, MBDA Business Centers completed 10 transactions totaling \$15,658,733.

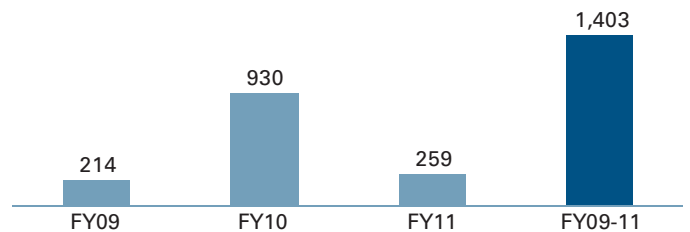
MBDA assisted New Mexico minority-owned businesses in creating 259 new jobs in FY2011.



## MBDA PERFORMANCE AT-A-GLANCE

Total Awards	\$ 119,720,297
Contracts	\$ 43,573,304
Capital	\$ 76,146,993
Total Jobs Created FY09-11	1,403

## NEW JOBS CREATED BY MBDA



## CLIENT ANALYSIS BY REVENUE

	\$500K AND OVER	\$500K AND UNDER	TOTAL
Number of Contracts	32	5	37
Number of Capital Transactions	21	5	26
<b>Total Transactions</b>	<b>53</b>	<b>10</b>	<b>63</b>
Value of Contracts	\$ 35,165,353	\$ 8,407,951	\$ 43,573,304
Dollar Value of Capital	68,896,211	7,250,782	76,146,993
<b>Total Dollar Value of Awards</b>	<b>\$ 104,061,564</b>	<b>\$ 15,658,733</b>	<b>\$ 119,720,297</b>

## CLIENT ASSISTANCE BY SECTOR

	PRIVATE	FEDERAL GOVERNMENT	STATE GOVERNMENT	LOCAL GOVERNMENT	NOT REPORTED	TOTAL
Number of Contracts	12	14	1	4	6	37
Number of Capital Transactions	14	3	0	0	9	26
<b>Total Transactions</b>	<b>26</b>	<b>17</b>	<b>1</b>	<b>4</b>	<b>15</b>	<b>63</b>
Dollar Value of Contracts	\$ 18,374,475	20,182,599	1,063,193	3,065,033	888,004	\$ <b>43,573,304</b>
Dollar Value of Capital	\$ 39,501,190	7,980,716	0	0	28,665,087	\$ <b>76,146,993</b>

## MINORITY BUSINESS COMMUNITY AT-A-GLANCE (Based on 2007 Census)

BUSINESS OWNER	NUMBER OF FIRMS	GROSS RECEIPTS (\$1000S)	AVERAGE GROSS RECEIPTS	PAID EMPLOYEES
African American	1,943	\$ 432,037	\$ 222,356	1,759
American Indian & Alaska Native	8,313	\$ 697,166	\$ 83,865	3,828
Asian American	3,321	\$ 1,105,332	\$ 332,831	10,739
Native Hawaiian & Pacific Islander	134	\$ 7,700	\$ 57,463	91
Hispanic American	37,195	\$ 6,514,745	\$ 175,151	50,021
All Minority-Owned	48,976	\$ 8,639	\$ 176,393	65,131

## SUCCESS STORY

**Sacred Power Corporation**, a Native American-owned and operated small business headquartered in Albuquerque, provides renewable and distributive energy and telecommunications solutions to its government, commercial, and residential customers.

With the help of MBDA, Sacred Power has expanded its reach, stimulated the local economy, brought electricity to isolated homes and facilities, and created jobs for a diverse population in the rapidly growing renewable energy sector. In 2011, Sacred Power secured \$2.4 million to refinance and purchase a new building and won contracts totaling nearly \$3 million. As a result, Sacred Power was able to create and save a total of 20 jobs.

*“MBDA has always assisted us. They’ve helped with marketing proposals, and finding funding and bonding. MBDA has helped us all along our timeline of business development.”*

—David Melton, CEO

## CLIENT ASSISTANCE BY INDUSTRY

INDUSTRY	NUMBER OF TRANSACTIONS	VALUE OF TRANSACTIONS
Agriculture, Forestry, Fishing and Hunting	1	\$ 379,066
Construction	32	\$ 68,114,142
Finance, Insurance, & Real Estate	1	\$ 2,500
Mining	2	\$ 1,506,312
Public Administration	2	\$ 172,033
Retail Trade	3	\$ 27,159,055
Services	18	\$ 21,832,487
Transportation, Warehousing, & Public Utilities	1	\$ 321,540
Wholesale Trade	3	\$ 233,162

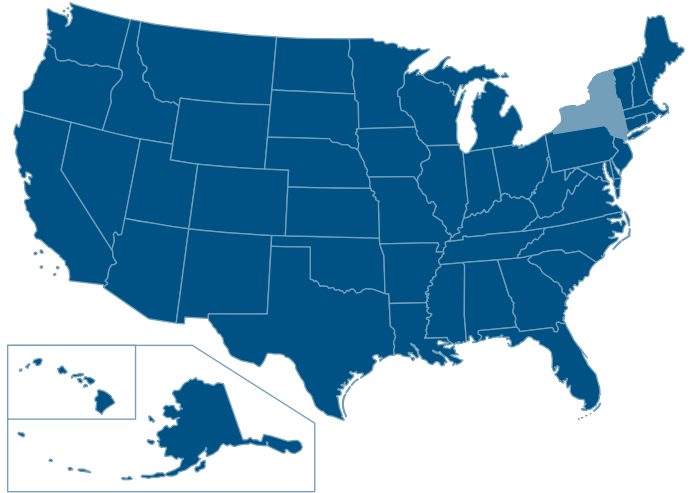
# New York

### MBDA Business Center

12 Heyward Street, 2nd Floor  
 Brooklyn, NY 11211  
 Yehuda Turner | 718-522-5620, x300  
 yturner@odabdc.org

### MBDA Business Center

114 West 47th Street, 19th floor  
 New York, NY 10036  
 Suzette Bather | 646-821-4008  
 sbather@nycmbc.org



## PERFORMANCE OVERVIEW

In FY2011, MBDA helped New York minority-owned businesses obtain 55 contracts totaling \$66,859,905 and \$141,152,901 in capital through eight financial transactions.

For clients with gross annual revenues of \$500,000 or more, MBDA Business Centers completed 61 transactions totaling \$182,669,905. For clients with annual gross revenues below \$500,000, MBDA Business Centers completed two transactions totaling \$25,342,901.

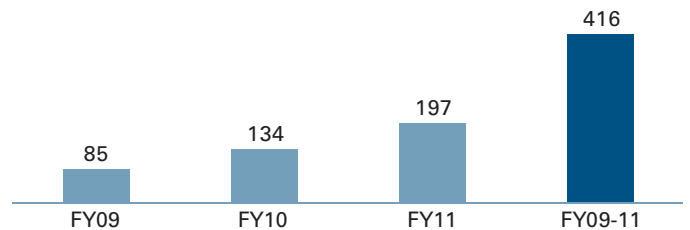
MBDA assisted New York minority-owned businesses in creating 197 new jobs in FY2011.



## MBDA PERFORMANCE AT-A-GLANCE

Total Awards	\$ 208,012,806
Contracts	\$ 66,859,905
Capital	\$ 141,152,901
Total Jobs Created FY09-11	416

## NEW JOBS CREATED BY MBDA



## CLIENT ANALYSIS BY REVENUE

	\$500K AND OVER	\$500K AND UNDER	TOTAL
Number of Contracts	54	1	55
Number of Capital Transactions	7	1	8
<b>Total Transactions</b>	<b>61</b>	<b>2</b>	<b>63</b>
Value of Contracts	\$ 41,659,905	\$ 25,200,000	\$ 66,859,905
Dollar Value of Capital	141,010,000	142,901	141,152,901
<b>Total Dollar Value of Awards</b>	<b>\$ 182,669,905</b>	<b>\$ 25,342,901</b>	<b>\$ 208,012,806</b>



## CLIENT ASSISTANCE BY SECTOR

	PRIVATE	FEDERAL GOVERNMENT	STATE GOVERNMENT	LOCAL GOVERNMENT	NOT REPORTED	TOTAL
Number of Contracts	51	2	0	1	1	55
Number of Capital Transactions	7	0	0	0	1	8
<b>Total Transactions</b>	<b>58</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>63</b>
Dollar Value of Contracts	\$ 47,312,428	19,129,000	0	343,147	75,329	<b>\$ 66,859,905</b>
Dollar Value of Capital	\$ 136,152,901	0	0	0	5,000,000	<b>\$ 141,152,901</b>

## MINORITY BUSINESS COMMUNITY AT-A-GLANCE (Based on 2007 Census)

BUSINESS OWNER	NUMBER OF FIRMS	GROSS RECEIPTS (\$1000S)	AVERAGE GROSS RECEIPTS	PAID EMPLOYEES
African American	204,004	\$ 12,589,106	\$ 61,710	66,581
American Indian & Alaska Native	13,071	\$ 1,545,134	\$ 66,581	6,400
Asian American	196,825	\$ 50,482,681	\$ 6,908	224,576
Native Hawaiian & Pacific Islander	1,852	\$ 179,533	\$ 254	876
Hispanic American	193,183	\$ 18,202,064	\$ 99	86,329
All Minority-Owned	537,544	\$ 79,419,259	\$ 1,000	370,061



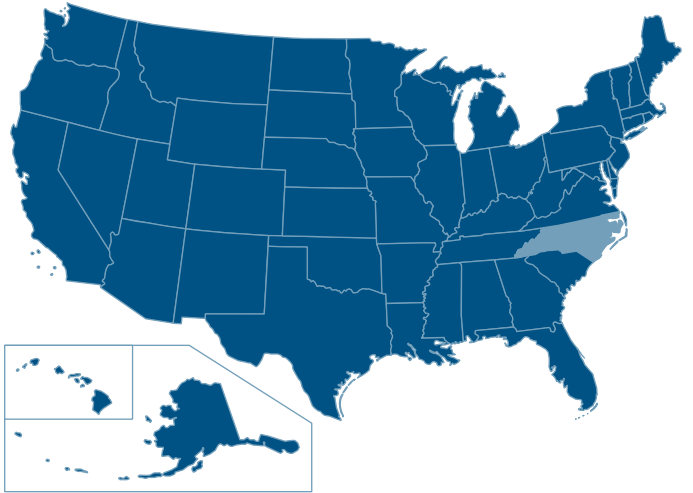
## CLIENT ASSISTANCE BY INDUSTRY

INDUSTRY	NUMBER OF TRANSACTIONS	VALUE OF TRANSACTIONS
Construction	7	\$ 13,925,732
Finance, Insurance, & Real Estate	3	\$ 74,210,000
Manufacturing	34	\$ 9,746,904
Mining	13	\$ 7,278,679
Public Administration	2	\$ 1,808,590
Services	3	\$ 75,842,901
Transportation, Warehousing, & Public Utilities	1	\$ 25,200,000

# North Carolina

## MBDA Business Center

900 South Wilmington Street  
 Raleigh, NC 27601  
 Farad Ali | 919-956-8889  
 FaradAli@raleighmbdacenter.com



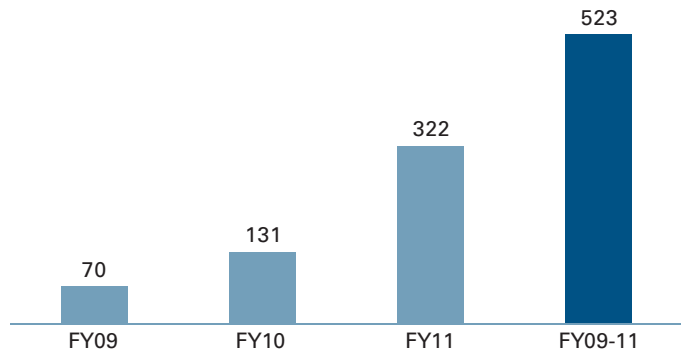
## PERFORMANCE OVERVIEW

In FY2011, MBDA helped North Carolina minority-owned businesses obtain 10 contracts totaling \$21,660,925 and \$28,830,853 in capital through 13 financial transactions.

For clients with gross annual revenues of \$500,000 or more, the MBDA Business Center completed 14 transactions totaling \$41,355,966. For clients with annual gross revenues below \$500,000, the MBDA Business Center completed nine transactions totaling \$9,135,812.

MBDA assisted North Carolina minority-owned businesses in creating 322 new jobs in FY2011.

## NEW JOBS CREATED BY MBDA



## MBDA PERFORMANCE AT-A-GLANCE

Total Awards	\$ 50,491,778
Contracts	\$ 21,660,925
Capital	\$ 28,830,853
<b>Total Jobs Created FY09-11</b>	<b>523</b>

## CLIENT ANALYSIS BY REVENUE

	\$500K AND OVER	\$500K AND UNDER	TOTAL
Number of Contracts	6	4	10
Number of Capital Transactions	8	5	13
<b>Total Transactions</b>	<b>14</b>	<b>9</b>	<b>23</b>
Value of Contracts	\$ 20,335,113	\$ 1,325,812	\$ 21,660,925
Dollar Value of Capital	21,020,853	7,810,000	28,830,853
<b>Total Dollar Value of Awards</b>	<b>\$ 41,355,966</b>	<b>\$ 9,135,812</b>	<b>\$ 50,491,778</b>

## CLIENT ASSISTANCE BY SECTOR

	PRIVATE	FEDERAL GOVERNMENT	STATE GOVERNMENT	LOCAL GOVERNMENT	NOT REPORTED	TOTAL
Number of Contracts	6	1	1	0	2	10
Number of Capital Transactions	1	0	0	0	12	13
<b>Total Transactions</b>	<b>7</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>14</b>	<b>23</b>
Dollar Value of Contracts	\$ 7,294,680	780,000	90,137	0	13,496,108	\$ 21,660,925
Dollar Value of Capital	\$ 6,750,000	0	0	0	22,080,853	\$ 28,830,853

## MINORITY BUSINESS COMMUNITY AT-A-GLANCE (Based on 2007 Census)

BUSINESS OWNER	NUMBER OF FIRMS	GROSS RECEIPTS (\$1000S)	AVERAGE GROSS RECEIPTS	PAID EMPLOYEES
African American	83,919	\$ 5,422,332	\$ 64,614	58,100
American Indian & Alaska Native	8,024	\$ 1,100,167	\$ 137,110	8,158
Asian American	20,157	\$ 5,890,702	\$ 292,241	44,288
Native Hawaiian & Pacific Islander	451	\$ 35,122	\$ 77,876	110
Hispanic American	21,301	\$ 4,183,719	\$ 196,410	18,977
All Minority-Owned	131,728	\$ 16,108,472	\$ 122,286	129,493

## SUCCESS STORY



The MBDA Business Center in Raleigh assisted **Metro Transportation Services, LLC** with creating a 5-year strategic plan, along with developing skills for evaluating and negotiating contracts. As a result, Metro secured a \$75,000 line of credit and contracts totaling more than \$1 million, representing a 25% increase in revenue. In addition, Metro Transportation was able to save two full-time jobs, one part-time job, and retain 22 employees whose jobs were in jeopardy.

*“The assistance provided to us through the MBDA program has far exceeded our expectations. In just 6 months we have strengthened our internal management capacity 10-fold, solidified new contract opportunities, gained access to capital and established a clear and executable vision for the future.”*

—Joseph Greene, Owner

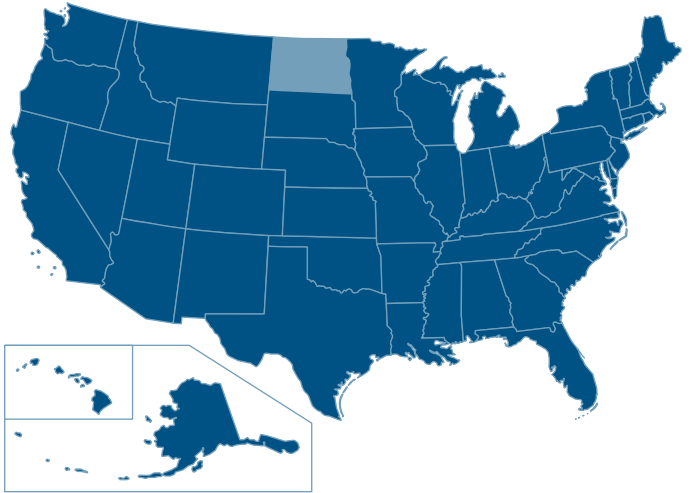
## CLIENT ASSISTANCE BY INDUSTRY

INDUSTRY	NUMBER OF TRANSACTIONS	VALUE OF TRANSACTIONS
Construction	10	\$ 37,479,113
Mining	3	\$ 1,275,862
Retail Trade	1	\$ 6,750,000
Services	8	\$ 4,936,853
Transportation, Warehousing, & Public Utilities	1	\$ 49,950

# North Dakota

## Native American Business Enterprise Center

3315 University Drive, Building #61  
 Bismarck, ND 58504  
 Brek Maxon | 701-530-0608  
 bmaxon@uttc.edu



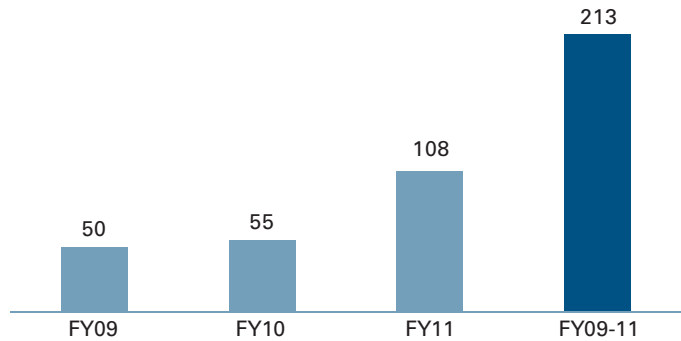
## PERFORMANCE OVERVIEW

In FY2011, MBDA helped North Dakota minority-owned businesses obtain four contracts totaling \$6,187,300 and \$7,413,352 in capital through eight financial transactions.

For clients with gross annual revenues of \$500,000 or more, the MBDA Business Center completed 12 transactions totaling \$13,600,652.

MBDA assisted North Dakota minority-owned businesses in creating 108 new jobs in FY2011.

## NEW JOBS CREATED BY MBDA



## MBDA PERFORMANCE AT-A-GLANCE

Total Awards	\$ 13,600,652
Contracts	\$ 6,187,300
Capital	\$ 7,413,352
Jobs Created FY09-11	213

## CLIENT ANALYSIS BY REVENUE

	\$500K AND OVER	\$500K AND UNDER	TOTAL
Number of Contracts	4	0	4
Number of Capital Transactions	8	0	8
<b>Total Transactions</b>	<b>12</b>	<b>0</b>	<b>12</b>
Value of Contracts	\$ 6,187,300	\$ 0	\$ 6,187,300
Dollar Value of Capital	7,413,352	0	7,413,352
<b>Total Dollar Value of Awards</b>	<b>\$ 13,600,652</b>	<b>\$ 0</b>	<b>\$ 13,600,652</b>

## CLIENT ASSISTANCE BY SECTOR

	PRIVATE	FEDERAL GOVERNMENT	STATE GOVERNMENT	LOCAL GOVERNMENT	NOT REPORTED	TOTAL
Number of Contracts	0	1	0	1	2	4
Number of Capital Transactions	2	0	0	0	6	8
<b>Total Transactions</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>8</b>	<b>12</b>
Dollar Value of Contracts	\$ 0	1,161,193	0	3,230,624	1,795,483	\$ <b>6,187,300</b>
Dollar Value of Capital	\$ 2,322,386	0	0	0	5,090,966	\$ <b>7,413,352</b>

## MINORITY BUSINESS COMMUNITY AT-A-GLANCE (Based on 2007 Census)

BUSINESS OWNER	NUMBER OF FIRMS	GROSS RECEIPTS (\$1000S)	AVERAGE GROSS RECEIPTS	PAID EMPLOYEES
African American	163	\$ 114,873	\$ 704,742	250,499
American Indian & Alaska Native	988	\$ 198,309	\$ 200,718	1,436
Asian American	412	\$ 151,332	\$ 367,311	1,469
Native Hawaiian & Pacific Islander	25	\$ 1,108	\$ 40,720	0
Hispanic American	287	\$ 20,484	\$ 71,373	651
All Minority-Owned	1,773	\$ 485,157	\$ 273,636	3,786

## SUCCESS STORY

With the help of the MBDA Business Center, **Marion Trucking & Construction** has grown from \$1.3 million in annual revenue to approximately \$16 million.

MBDA has assisted in Marion Trucking’s development from a small- to medium-sized company and continues to work as part of its planning team. Specifically, the Native American Business Enterprise Center assisted the company with administrative and financial management, market development, contract procurement and revenue generation processes.

*“We have an exceptional relationship with the North Dakota NABEC. The people there have been instrumental in our success and I thank them for their help and concern. They have helped us with financial contracts, business plans and overall suggestions that are helpful in many areas.”*

—Terry Marion, Owner

## CLIENT ASSISTANCE BY INDUSTRY

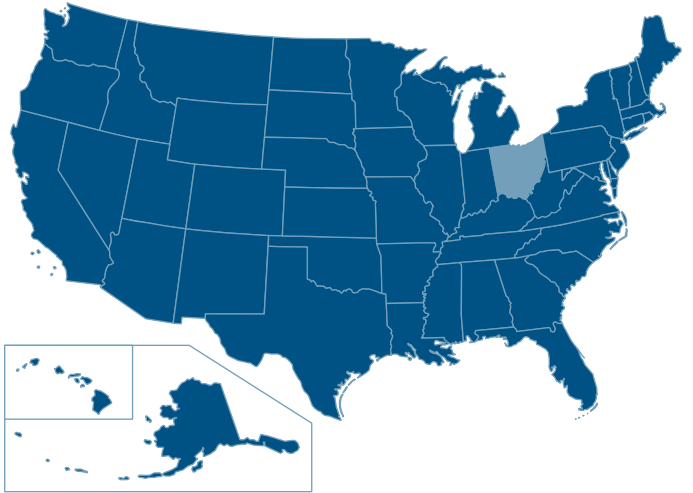
INDUSTRY	NUMBER OF TRANSACTIONS	VALUE OF TRANSACTIONS
Construction	12	\$ 13,600,652



# Ohio

## MBDA Business Center

1240 Huron Road East, Suite 300  
 Cleveland, OH 44115  
 Raland Hatchett | 216-592-2251  
 rhatchett@clevelandmbdacenter.com



## PERFORMANCE OVERVIEW

In FY2011, MBDA helped Ohio minority-owned businesses obtain 23 contracts totaling \$12,896,318 and \$320,000 in capital through three financial transactions.

For clients with gross annual revenues of \$500,000 or more, the MBDA Business Center completed 23 transactions totaling \$12,990,318. For clients with annual gross revenues below \$500,000, the MBDA Business Center completed three transactions totaling \$226,000.



## MBDA PERFORMANCE AT-A-GLANCE

Total Awards	\$ 13,216,318
Contracts	\$ 12,896,318
Capital	\$ 320,000

## CLIENT ANALYSIS BY REVENUE

	\$500K AND OVER	\$500K AND UNDER	TOTAL
Number of Contracts	22	1	23
Number of Capital Transactions	1	2	3
<b>Total Transactions</b>	<b>23</b>	<b>3</b>	<b>26</b>
Value of Contracts	\$ 12,790,318	\$ 106,000	\$ 12,896,318
Dollar Value of Capital	200,000	120,000	320,000
<b>Total Dollar Value of Awards</b>	<b>\$ 12,990,318</b>	<b>\$ 226,000</b>	<b>\$ 13,216,318</b>

## CLIENT ASSISTANCE BY SECTOR

	PRIVATE	FEDERAL GOVERNMENT	STATE GOVERNMENT	LOCAL GOVERNMENT	NOT REPORTED	TOTAL
Number of Contracts	22	1	0	0	0	23
Number of Capital Transactions	3	0	0	0	0	3
<b>Total Transactions</b>	<b>25</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>26</b>
Dollar Value of Contracts	\$ 12,790,318	106,000	0	0	0	\$ <b>12,896,318</b>
Dollar Value of Capital	\$ 320,000	0	0	0	0	\$ <b>320,000</b>

## MINORITY BUSINESS COMMUNITY AT-A-GLANCE (Based on 2007 Census)

BUSINESS OWNER	NUMBER OF FIRMS	GROSS RECEIPTS (\$1000S)	AVERAGE GROSS RECEIPTS	PAID EMPLOYEES
African American	52,136	\$ 4,690,810	\$ 89,973	33,298
American Indian & Alaska Native	2,289	\$ 577,542	\$ 193,222	4,273
Asian American	18,198	\$ 6,756,316	\$ 371,267	51,478
Native Hawaiian & Pacific Islander	data not released	data not released	n/a	data not released
Hispanic American	9,722	\$ 2,258,522	\$ 232,310	11,562
All Minority-Owned	82,387	\$ 14,460,756	\$ 175,522	101,062

## SUCCESS STORY

**MAC Installation & Consulting LLC**, a telecommunications and information technology company specializing in structured cabling and closed-circuit television, is a veteran-owned minority business enterprise.

The Cleveland MBDA Business Center, through its collaborative partnership, provided services that included a 6-week Bond Prep program, assisted with the implementation of accounting software, and provided pre-bid assistance which enabled Mac Installation & Consulting to secure contracts with Huntington Bank and the Greater Cleveland Partnership.

*“I attended the Bonding Prep class seeking information that would help my company grow. I had no idea how much it would change the outlook of my company structure.”*

—Kenneth McElrath, Jr., *Owner*

## CLIENT ASSISTANCE BY INDUSTRY

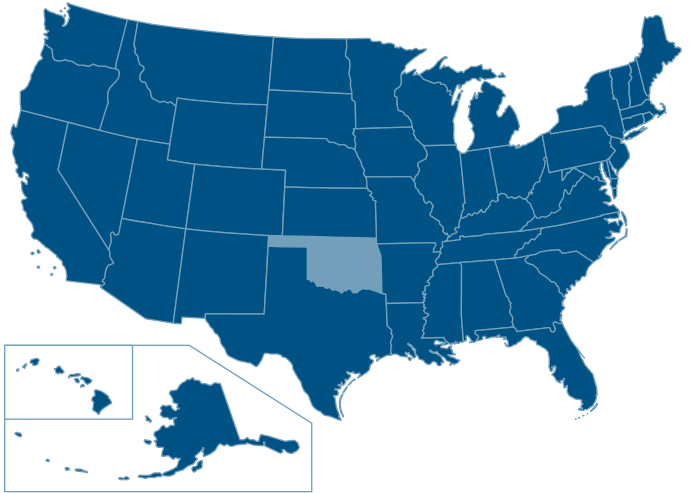
INDUSTRY	NUMBER OF TRANSACTIONS	VALUE OF TRANSACTIONS
Construction	20	\$ 12,062,918
Services	6	\$ 1,153,400



# Oklahoma

## Native American Business Enterprise Center

3 Memorial Place  
 Tulsa, OK 74133  
 James Ray | 918-994-4371  
 james@ruralenterprises.com



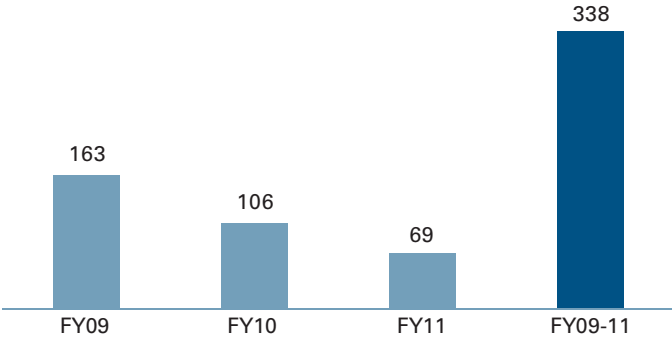
## PERFORMANCE OVERVIEW

In FY2011, MBDA helped Oklahoma minority-owned businesses obtain 19 contracts totaling \$23,845,925 and \$18,817,479 in capital through 32 financial transactions.

For clients with gross annual revenues of \$500,000 or more, the MBDA Business Center completed 50 transactions totaling \$42,393,404. For clients with annual gross revenues below \$500,000, the MBDA Business Center completed one transaction totaling \$270,000.

MBDA assisted Oklahoma minority-owned businesses in creating 69 new jobs in FY2011.

## NEW JOBS CREATED BY MBDA



## MBDA PERFORMANCE AT-A-GLANCE

Total Awards	\$ 42,663,404
Contracts	\$ 23,845,925
Capital	\$ 18,817,479
<b>Total Jobs Created FY09-11</b>	<b>338</b>

## CLIENT ANALYSIS BY REVENUE

	\$500K AND OVER	\$500K AND UNDER	TOTAL
Number of Contracts	19	0	19
Number of Capital Transactions	31	1	32
<b>Total Transactions</b>	<b>50</b>	<b>1</b>	<b>51</b>
Value of Contracts	\$ 23,845,925	\$ 0	\$ 23,845,925
Dollar Value of Capital	18,547,479	270,000	18,817,479
<b>Total Dollar Value of Awards</b>	<b>\$ 42,393,404</b>	<b>\$ 270,000</b>	<b>\$ 42,663,404</b>



## CLIENT ASSISTANCE BY SECTOR

	PRIVATE	FEDERAL GOVERNMENT	STATE GOVERNMENT	LOCAL GOVERNMENT	NOT REPORTED	TOTAL
Number of Contracts	3	6	2	3	5	19
Number of Capital Transactions	0	0	0	1	31	32
<b>Total Transactions</b>	<b>3</b>	<b>6</b>	<b>2</b>	<b>4</b>	<b>36</b>	<b>51</b>
Dollar Value of Contracts	\$ 936,871	17,067,120	788,097	1,029,237	4,024,601	\$ 23,845,925
Dollar Value of Capital	\$ 0	0	0	533,299	18,284,180	\$ 18,817,479

## MINORITY BUSINESS COMMUNITY AT-A-GLANCE (Based on 2007 Census)

BUSINESS OWNER	NUMBER OF FIRMS	GROSS RECEIPTS (\$1000S)	AVERAGE GROSS RECEIPTS	PAID EMPLOYEES
African American	10,449	\$ 4,690,810	\$ 89,973	33,298
American Indian & Alaska Native	21,212	\$ 577,542	\$ 193,222	4,273
Asian American	6,736	\$ 6,756,316	\$ 371,267	51,478
Native Hawaiian & Pacific Islander	150	data not released	n/a	data not released
Hispanic American	7,663	\$ 2,258,522	\$ 232,310	11,562
All Minority-Owned	82,387	\$ 14,460,756	\$ 175,522	101,062

## SUCCESS STORY

The staff of the Oklahoma Native American Business Enterprise Center was instrumental in introducing **Ohopaki General Contracting and Mechanical, Inc.** to the Tulsa District Corps of Engineers, which led to contacts at Tinker Air Force Base. This relationship enabled them to obtain millions in contracting for Ohopaki, including a \$4 million contract from U.S. Army Corps of Engineers that created 25 new jobs, retained six others and represented a 70% increase in sales.

*"I first came to the Oklahoma NABEC seeking assistance with resolving some issues with the Small Business Administration. The project director helped me navigate the system and has been a great business coach and source of contract opportunities."*

—Lynn White, Owner

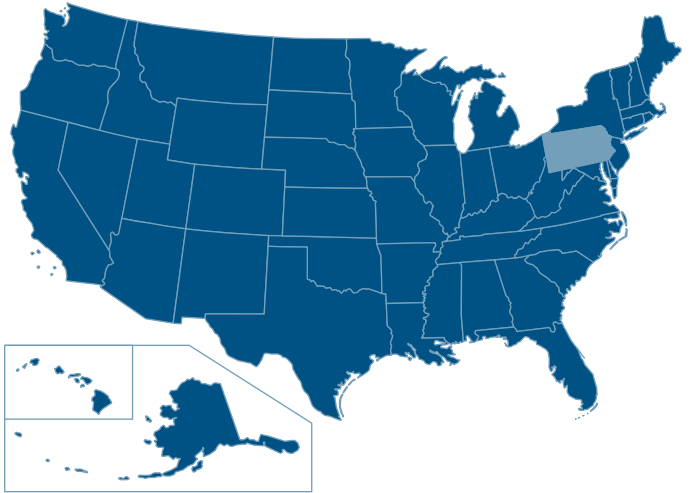
## CLIENT ASSISTANCE BY INDUSTRY

INDUSTRY	NUMBER OF TRANSACTIONS	VALUE OF TRANSACTIONS
Construction	45	\$ 26,501,062
Retail Trade	1	\$ 696,000
Services	3	\$ 15,069,299
Wholesale Trade	2	\$ 397,044

# Pennsylvania

## MBDA Business Center

4548 Market Street  
 Philadelphia, PA 19139  
 James Sanders | 215-895-4046  
 jsanders@mbc-pa.com



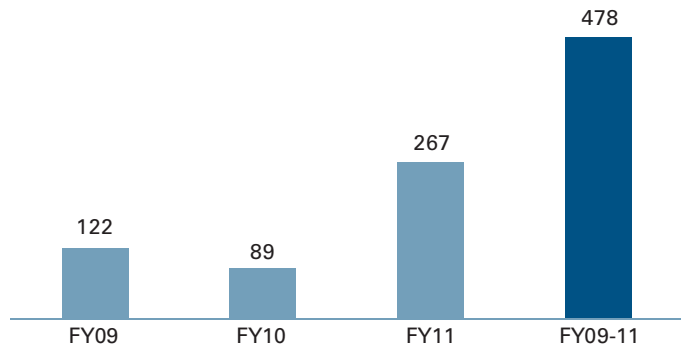
## PERFORMANCE OVERVIEW

In FY2011, MBDA helped Pennsylvania minority-owned businesses obtain 11 contracts totaling \$24,424,897 and \$26,998,000 in capital through 22 financial transactions.

For clients with gross annual revenues of \$500,000 or more, the MBDA Business Center completed 22 transactions totaling \$48,072,897. For clients with annual gross revenues below \$500,000, the MBDA Business Center completed 11 transactions totaling \$3,350,000.

MBDA assisted Pennsylvania minority-owned businesses in creating 267 new jobs in FY2011.

## NEW JOBS CREATED BY MBDA



## MBDA PERFORMANCE AT-A-GLANCE

Total Awards	\$ 51,422,897
Contracts	\$ 24,424,897
Capital	\$ 26,998,000
<b>Total Jobs Created FY09-11</b>	<b>478</b>

## CLIENT ANALYSIS BY REVENUE

	\$500K AND OVER	\$500K AND UNDER	TOTAL
Number of Contracts	8	3	11
Number of Capital Transactions	14	8	22
<b>Total Transactions</b>	<b>22</b>	<b>11</b>	<b>33</b>
Value of Contracts	\$ 23,879,897	\$ 545,000	\$ 24,424,897
Dollar Value of Capital	24,193,000	2,805,000	26,998,000
<b>Total Dollar Value of Awards</b>	<b>\$ 48,072,897</b>	<b>\$ 3,350,000</b>	<b>\$ 51,422,897</b>

## CLIENT ASSISTANCE BY SECTOR

	PRIVATE	FEDERAL GOVERNMENT	STATE GOVERNMENT	LOCAL GOVERNMENT	NOT REPORTED	TOTAL
Number of Contracts	7	1	0	1	2	11
Number of Capital Transactions	8	1	2	2	9	22
<b>Total Transactions</b>	<b>15</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>11</b>	<b>33</b>
Dollar Value of Contracts	\$ 18,860,369	400,000	0	600,022	4,564,506	\$ 24,424,897
Dollar Value of Capital	\$ 5,030,000	50,000	168,000	1,250,000	20,500,000	\$ 26,998,000

## MINORITY BUSINESS COMMUNITY AT-A-GLANCE (Based on 2007 Census)

BUSINESS OWNER	NUMBER OF FIRMS	GROSS RECEIPTS (\$1000S)	AVERAGE GROSS RECEIPTS	PAID EMPLOYEES
African American	44,664	\$ 3,500,822	\$ 78,381	21,902
American Indian & Alaska Native	2,858	\$ 373,625	\$ 130,730	1,552
Asian American	31,313	\$ 11,620,161	\$ 371,097	58,506
Native Hawaiian & Pacific Islander	410	\$ 28,767	\$ 70,163	250
Hispanic American	22,777	\$ 3,244,105	\$ 142,429	15,362
All Minority-Owned	96,208	\$ 18,690,271	\$ 194,269	97,766

## SUCCESS STORY

The Philadelphia MBDA Business Center, in partnership with The Enterprise Center Capital Corporation, worked with **Baker & Company, LLC** to secure a \$3.9 million contract from United Healthcare that created 25 jobs. The Philadelphia MBDA Business Center also provided loan packaging services and a recapitalization plan that resulted in securing \$75,000 in financing from Sovereign Bank.

*“The team at the Philadelphia MBDA Business Center serve as critical advisors to Baker & Company, both from an operational and strategic perspective. With their help and valuable advice, we look forward to continued growth and progress.”*

—Jim Baker, *Founder*

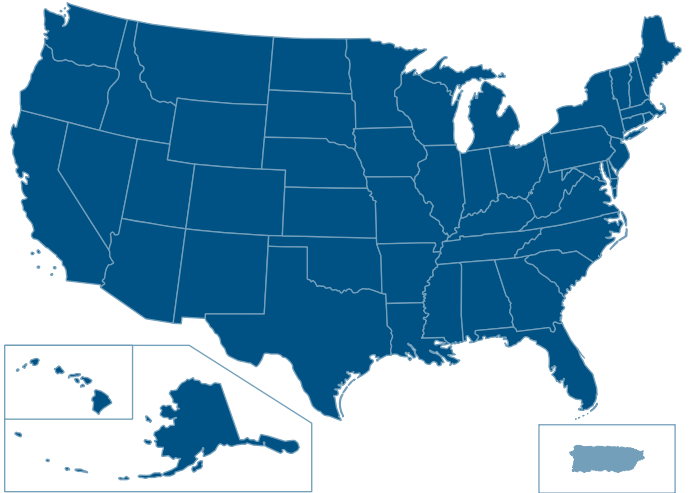
## CLIENT ASSISTANCE BY INDUSTRY

INDUSTRY	NUMBER OF TRANSACTIONS	VALUE OF TRANSACTIONS
Agriculture, Forestry, Fishing and Hunting	1	\$ 40,000
Construction	3	\$ 12,113,729
Finance, Insurance, & Real Estate	5	\$ 22,805,000
Information	1	\$ 25,000
Manufacturing	3	\$ 1,816,546
Mining	6	\$ 3,318,000
Retail Trade	2	\$ 70,000
Services	12	\$ 10,684,622
Wholesale Trade	0	\$ 550,000

# Puerto Rico

## MBDA Business Center

406 Capitan Espada Street, Urb. El Vedado  
 San Juan, PR 00918  
 Teresa Berrios | 787-753-8484  
 tberrios@puertoricombdacenter.com



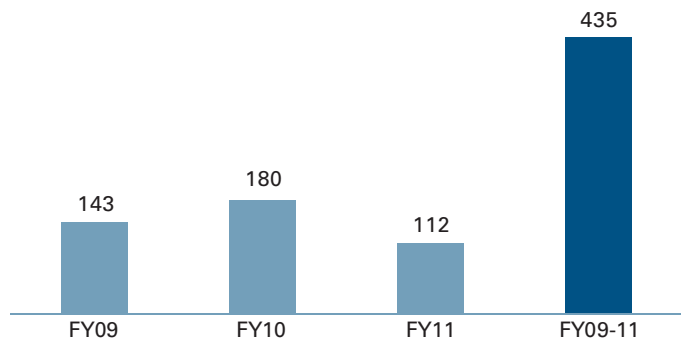
## PERFORMANCE OVERVIEW

In FY2011, MBDA helped Puerto Rico minority-owned businesses obtain 16 contracts totaling \$74,940,063 and \$864,000 in capital through three financial transactions.

For clients with gross annual revenues of \$500,000 or more, the MBDA Business Center completed 15 transactions totaling \$74,410,555. For clients with annual gross revenues below \$500,000, the MBDA Business Center completed four transactions totaling \$1,393,508.

MBDA assisted Puerto Rico minority-owned businesses in creating 112 new jobs in FY2011.

## NEW JOBS CREATED BY MBDA



## MBDA PERFORMANCE AT-A-GLANCE

Total Awards	\$ 75,804,063
Contracts	\$ 74,940,063
Capital	\$ 864,000
<b>Total Jobs Created FY09-11</b>	<b>435</b>

## CLIENT ANALYSIS BY REVENUE

	\$500K AND OVER	\$500K AND UNDER	TOTAL
Number of Contracts	14	2	16
Number of Capital Transactions	1	2	3
<b>Total Transactions</b>	<b>15</b>	<b>4</b>	<b>19</b>
Value of Contracts	\$ 74,205,555	\$ 734,508	\$ 74,940,063
Dollar Value of Capital	205,000	659,000	864,000
<b>Total Dollar Value of Awards</b>	<b>\$ 74,410,555</b>	<b>\$ 1,393,508</b>	<b>\$ 75,804,063</b>

## CLIENT ASSISTANCE BY SECTOR

	PRIVATE	FEDERAL GOVERNMENT	STATE GOVERNMENT	LOCAL GOVERNMENT	NOT REPORTED	TOTAL
Number of Contracts	1	3	3	9	0	16
Number of Capital Transactions	0	0	0	1	2	3
<b>Total Transactions</b>	<b>1</b>	<b>3</b>	<b>3</b>	<b>10</b>	<b>2</b>	<b>19</b>
Dollar Value of Contracts	\$ 401,997	15,638,360	4,200,627	54,699,079	0	\$ 74,940,063
Dollar Value of Capital	\$ 0	0	0	205,000	659,000	\$ 864,000

## MINORITY BUSINESS COMMUNITY AT-A-GLANCE (Based on 2007 Census)

BUSINESS OWNER	NUMBER OF FIRMS	GROSS RECEIPTS (\$1000S)	AVERAGE GROSS RECEIPTS	PAID EMPLOYEES
African American	56,712	\$ 56,712	\$ 56,712	56,712
American Indian & Alaska Native	3,068	\$ 3,068	\$ 3,068	3,068
Asian American	6,908	\$ 6,908	\$ 6,908	6,908
Native Hawaiian & Pacific Islander	254	\$ 254	\$ 254	254
Hispanic American	99	\$ 99	\$ 99	99
All Minority-Owned	1,000	\$ 1,000	\$ 1,000	1,000

## SUCCESS STORY

**Virtual Education Resources Network (VERNET), Inc.** is an educational content provider that develops and distributes educational computer programs for elementary, middle and high schools. It also provides supplementary educational services and professional development programs.

The Puerto Rico MBDA Business Center assisted VERNET in securing lines of credit and identifying business opportunities with the Department of Education to provide services to public school students and teachers. Because of help from the Puerto Rico MBDA Business Center, VERNET secured a \$6.2 million contract with the Department of Education, which will create hundreds of part-time jobs. It will also afford many students the opportunity to receive supplemental educational services. Since becoming an MBDA client, VERNET's revenues have increased 30%.

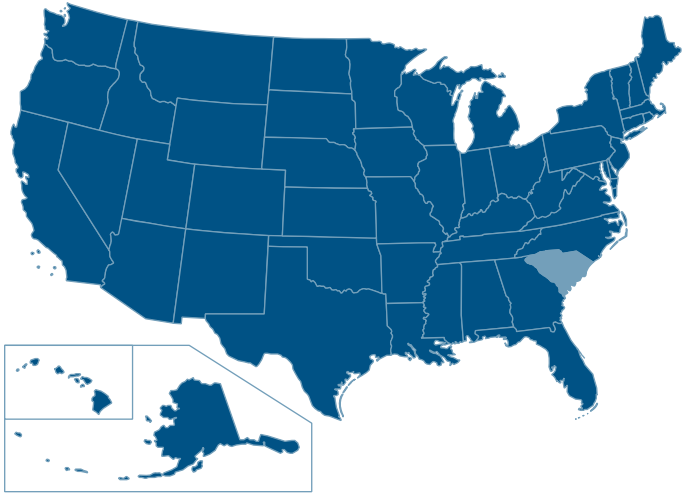
## CLIENT ASSISTANCE BY INDUSTRY

INDUSTRY	NUMBER OF TRANSACTIONS	VALUE OF TRANSACTIONS
Construction	14	\$ 59,854,586
Finance, Insurance, & Real Estate	1	\$ 8,864,000
Retail Trade	1	\$ 459,000
Services	1	\$ 6,221,477
Wholesale Trade	2	\$ 405,000

# South Carolina

## MBDA Business Center

1515 Richland Street, Suite C  
 Columbia, SC 29201  
 Cheryl Salley | 803-743-1143  
 csalley@columbiambdacenter.com



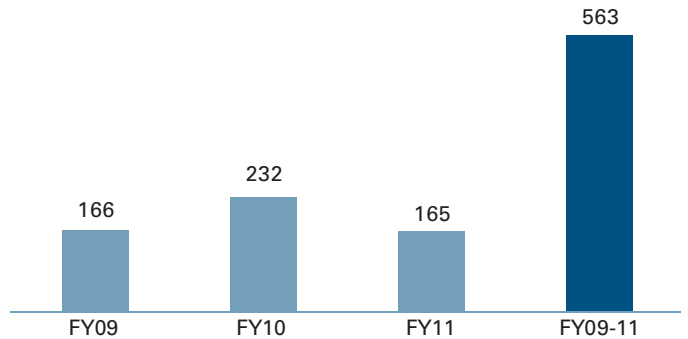
## PERFORMANCE OVERVIEW

In FY2011, MBDA helped South Carolina minority-owned businesses obtain 40 contracts totaling \$53,743,287 and \$3,547,299 in capital through eight financial transactions.

For clients with gross annual revenues of \$500,000 or more, the MBDA Business Center completed 31 transactions totaling \$55,532,894. For clients with annual gross revenues below \$500,000, the MBDA Business Center completed 17 transactions totaling \$1,757,692.

MBDA assisted South Carolina minority-owned businesses in creating 165 new jobs in FY2011.

## NEW JOBS CREATED BY MBDA



## MBDA PERFORMANCE AT-A-GLANCE

Total Awards	\$ 57,290,586
Contracts	\$ 53,743,287
Capital	\$ 3,547,299
<b>Total Jobs Created FY09-11</b>	<b>563</b>

## CLIENT ANALYSIS BY REVENUE

	\$500K AND OVER	\$500K AND UNDER	TOTAL
Number of Contracts	27	13	40
Number of Capital Transactions	4	4	8
<b>Total Transactions</b>	<b>31</b>	<b>17</b>	<b>48</b>
Value of Contracts	\$ 52,185,394	\$ 1,557,893	\$ 53,743,287
Dollar Value of Capital	3,347,500	199,799	3,547,299
<b>Total Dollar Value of Awards</b>	<b>\$ 55,532,894</b>	<b>\$ 1,757,692</b>	<b>\$ 57,290,586</b>

## CLIENT ASSISTANCE BY SECTOR

	PRIVATE	FEDERAL GOVERNMENT	STATE GOVERNMENT	LOCAL GOVERNMENT	NOT REPORTED	TOTAL
Number of Contracts	12	26	0	1	1	40
Number of Capital Transactions	4	0	0	0	4	8
<b>Total Transactions</b>	<b>16</b>	<b>26</b>	<b>0</b>	<b>1</b>	<b>5</b>	<b>48</b>
Dollar Value of Contracts	\$ 5,957,030	47,435,957	0	331,985	18,315	\$ 53,743,287
Dollar Value of Capital	\$ 3,360,000	0	0	0	187,299	\$ 3,547,299

## MINORITY BUSINESS COMMUNITY AT-A-GLANCE (Based on 2007 Census)

BUSINESS OWNER	NUMBER OF FIRMS	GROSS RECEIPTS (\$1000S)	AVERAGE GROSS RECEIPTS	PAID EMPLOYEES
African American	43,812	\$ 2,202,490	\$ 50,271	19,095
American Indian & Alaska Native	1,648	\$ 285,865	\$ 173,462	4,579
Asian American	6,658	\$ 2,667,253	\$ 400,609	19,977
Native Hawaiian & Pacific Islander	213	\$ 6,551	\$ 30,756	data not released
Hispanic American	5,971	\$ 1,851,221	\$ 310,035	9,273
All Minority-Owned	57,557	\$ 7,022,762	\$ 122,014	53,065

## SUCCESS STORY

Thanks to counseling from the MBDA Business Center in Columbia, **ENVIRO AgScience, Inc.** received a \$3 million line of credit from one of MBDA's strategic partners, enabling ENVIRO the opportunity to partner with larger construction firms bidding on high-level projects. The Columbia MBDA Business Center also assisted ENVIRO with a \$20 million project, offering counseling and help in identifying subcontractors as part of the construction of a \$70 million battery recycling plant located in Florence, SC. The contracts helped to create and retain 82 jobs and ENVIRO's work with its subcontractors resulted in creating and retaining approximately 400 additional jobs.

*"The on-going assistance we have received from the MBDA Business Center in Columbia has been invaluable. The Business Center has guided us for several years now, advising us on business strategies, providing procurement assistance, and suggesting traditional and alternative routes to accessing capital. We have grown to be the largest minority-owned construction and landscaping firm in South Carolina, and I credit much of that growth to the services provided by Columbia's MBDA Business Center."* —Dr. Louis B. Lynn, President & CEO

## CLIENT ASSISTANCE BY INDUSTRY

INDUSTRY	NUMBER OF TRANSACTIONS	VALUE OF TRANSACTIONS
Agriculture, Forestry, Fishing and Hunting	1	\$ 7,500
Construction	23	\$ 5,467,114
Mining	1	\$ 124,999
Public Administration	1	\$ 50,000
Services	22	\$ 51,640,973

# Texas

### MBDA Business Center

8828 Stemmons Freeway, Suite 550  
 Dallas, TX 75247  
 Gregory James | 214-920-2436  
 gregory@dfwmbdacenter.com

### MBDA Business Center

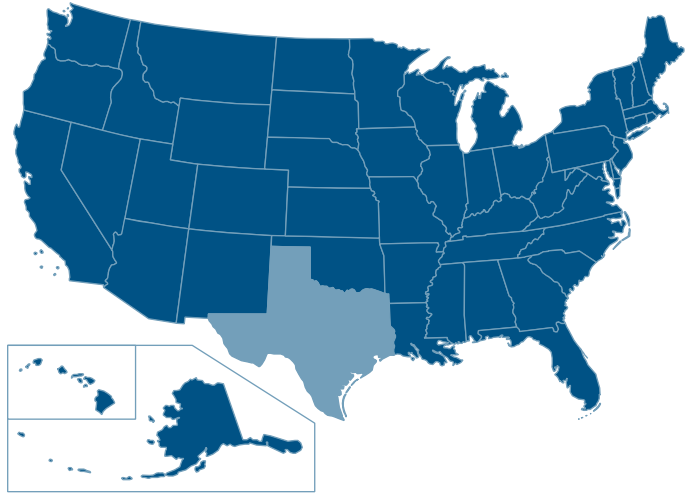
2401 East Missouri Avenue  
 El Paso, TX 79903  
 Terri Reed | 915-351-6232  
 tred@elpasombdacenter.com

### MBDA Business Center

410 Pierce Street, Suite 229  
 Houston, TX 77002  
 Chris Bilton | 713-357-9557  
 cbilton@hmbec.org

### MBDA Business Center

501 West Cesar E. Chavez Blvd, Suite 3.324B  
 San Antonio, TX 78207  
 Orestes Hubbard | 210-458-2480  
 orestes.hubbard@utsa.edu



## PERFORMANCE OVERVIEW

In FY2011, MBDA helped Texas minority-owned businesses obtain 73 contracts totaling \$352,867,448 and \$64,582,851 in capital through 50 financial transactions.

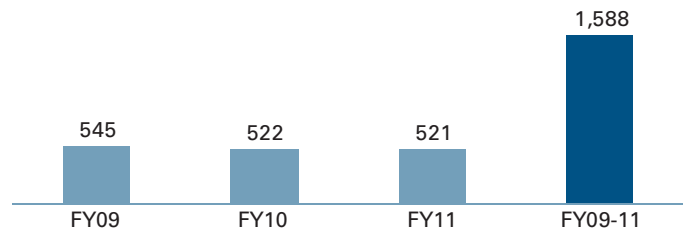
For clients with gross annual revenues of \$500,000 or more, MBDA Business Centers completed 100 transactions totaling \$200,288,979. For clients with annual gross revenues below \$500,000, MBDA Business Centers completed 23 transactions totaling \$217,161,320.

MBDA assisted Texas minority-owned businesses in creating 521 new jobs in FY2011.

## MBDA PERFORMANCE AT-A-GLANCE

Total Awards	\$ 417,450,299
Contracts	\$ 352,867,448
Capital	\$ 64,582,851
Total Jobs Created FY09-11	1,588

## NEW JOBS CREATED BY MBDA



## CLIENT ANALYSIS BY REVENUE

	\$500K AND OVER	\$500K AND UNDER	TOTAL
Number of Contracts	68	5	73
Number of Capital Transactions	32	18	50
<b>Total Transactions</b>	<b>100</b>	<b>23</b>	<b>123</b>
Value of Contracts	\$ 152,834,799	\$ 200,032,648	\$ 352,867,448
Dollar Value of Capital	47,454,180	17,128,672	64,582,851
<b>Total Dollar Value of Awards</b>	<b>\$ 200,288,979</b>	<b>\$ 217,161,320</b>	<b>\$ 417,450,299</b>



## CLIENT ASSISTANCE BY SECTOR

	PRIVATE	FEDERAL GOVERNMENT	STATE GOVERNMENT	LOCAL GOVERNMENT	NOT REPORTED	TOTAL
Number of Contracts	11	39	4	4	15	73
Number of Capital Transactions	10	0	0	0	40	50
<b>Total Transactions</b>	<b>21</b>	<b>39</b>	<b>4</b>	<b>4</b>	<b>55</b>	<b>123</b>
Dollar Value of Contracts	\$ 189,019,059	92,246,119	289,723	8,105,543	63,207,004	\$ 352,867,448
Dollar Value of Capital	\$ 49,429,816	1,965,000	0	9,320,000	3,868,035	\$ 64,582,851

## MINORITY BUSINESS COMMUNITY AT-A-GLANCE (Based on 2007 Census)

BUSINESS OWNER	NUMBER OF FIRMS	GROSS RECEIPTS (\$1000S)	AVERAGE GROSS RECEIPTS	PAID EMPLOYEES
African American	154,283	\$ 9,280,648	\$ 60,153	72,652
American Indian & Alaska Native	18,997	\$ 3,683,877	\$ 193,919	13,168
Asian American	114,297	\$ 40,209,344	\$ 351,797	206,545
Native Hawaiian & Pacific Islander	1,196	\$ 376,969	\$ 315,191	1,106
Hispanic American	447,589	\$ 61,895,886	\$ 315,797	395,673
All Minority-Owned	723,057	\$ 114,948,623	\$ 158,976	690,956

## SUCCESS STORY

The El Paso MBDA Business Center has assisted **Mirador Enterprises** by providing greater exposure to local, state and Federal buyers, along with assistance in certification, bidding, bonding and financing. As a result, Mirador secured one contract for \$20 million with the Texas National Guard, and another contract for \$4 million with the U.S. Army Corps of Engineers in FY2011. Mirador also secured \$10 million in bonding, enabling the company to create two new jobs and retain 27 employees.

*“As a successful El Paso small business owner, I commend the El Paso MBDA Business Center for being such a valuable business resource to my company and to so many other local small businesses. The staff of the MBDA Business Center is extremely professional and very effective in matching businesses to opportunities, along with exposing small businesses to buyers/potential clients. I attribute a large majority of my company’s success to the support I receive from the MBDA Business Center-El Paso and the Hispanic Chamber.”* —Yolanda Diaz, President

## CLIENT ASSISTANCE BY INDUSTRY

INDUSTRY	NUMBER OF TRANSACTIONS	VALUE OF TRANSACTIONS
Construction	52	\$253,612,593
Manufacturing	9	\$ 28,248,420
Public Administration	2	\$ 16,190,248
Retail Trade	2	\$ 14,467,000
Services	54	\$ 79,192,332
Wholesale Trade	4	\$ 25,739,705

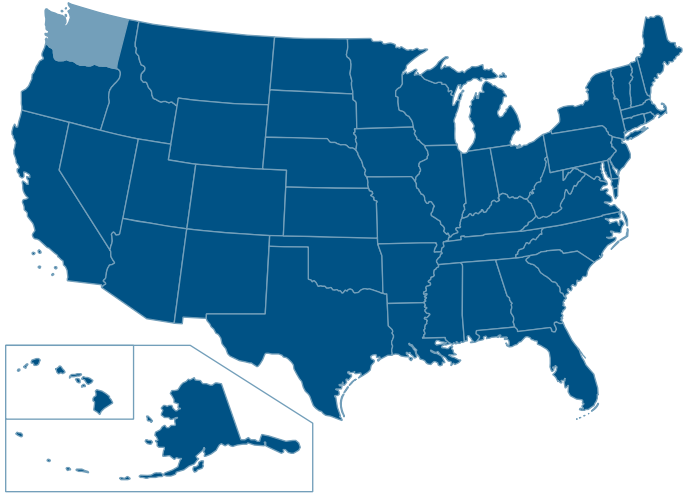
# Washington

## MBDA Business Center

1437 South Jackson Street, Suite 320  
 Seattle, WA 98144  
 Victor Valdez | 206-324-4330, x108  
 victorv@mbecwa.com

## Native American Business Enterprise Center

3327 NE 125th Street, Suite 101  
 Seattle, WA 98125  
 Teri Williams | 480-545-1298  
 teri.williams@ncaied.org



## PERFORMANCE OVERVIEW

In FY2011, MBDA helped Washington minority-owned businesses obtain 17 contracts totaling \$2,348,666 and \$1,960,111 in capital through six financial transactions.

For clients with gross annual revenues of \$500,000 or more, MBDA Business Centers completed 20 transactions totaling \$4,147,660. For clients with annual gross revenues below \$500,000, MBDA Business Centers completed three transactions totaling \$161,118.

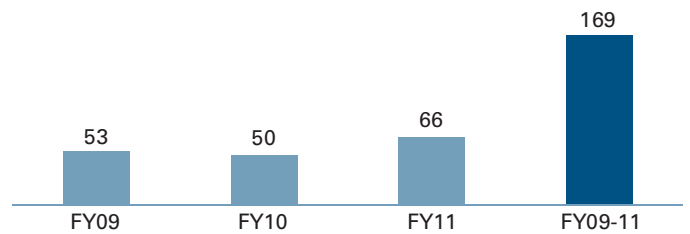
MBDA assisted Washington minority-owned businesses in creating 66 new jobs in FY2011.



## MBDA PERFORMANCE AT-A-GLANCE

Total Awards	\$ 4,308,778
Contracts	\$ 2,348,666
Capital	\$ 1,960,111
Total Jobs Created FY09-11	169

## NEW JOBS CREATED BY MBDA



## CLIENT ANALYSIS BY REVENUE

	\$500K AND OVER	\$500K AND UNDER	TOTAL
Number of Contracts	14	3	17
Number of Capital Transactions	6	0	6
<b>Total Transactions</b>	<b>20</b>	<b>3</b>	<b>23</b>
Value of Contracts	\$ 2,187,548	\$ 161,118	\$ 2,348,666
Dollar Value of Capital	1,960,111	0	1,960,111
<b>Total Dollar Value of Awards</b>	<b>\$ 4,147,660</b>	<b>\$ 161,118</b>	<b>\$ 4,308,778</b>

## CLIENT ASSISTANCE BY SECTOR

	PRIVATE	FEDERAL GOVERNMENT	STATE GOVERNMENT	LOCAL GOVERNMENT	NOT REPORTED	TOTAL
Number of Contracts	3	3	7	3	1	17
Number of Capital Transactions	2	0	0	0	4	6
<b>Total Transactions</b>	<b>5</b>	<b>3</b>	<b>7</b>	<b>3</b>	<b>5</b>	<b>23</b>
Dollar Value of Contracts	\$ 376,016	1,214,752	76,781	641,318	39,800	\$ 2,348,666
Dollar Value of Capital	\$ 90,530	0	0	1,869,581	39,800	\$ 1,960,111

## MINORITY BUSINESS COMMUNITY AT-A-GLANCE (Based on 2007 Census)

BUSINESS OWNER	NUMBER OF FIRMS	GROSS RECEIPTS (\$1000S)	AVERAGE GROSS RECEIPTS	PAID EMPLOYEES
African American	data not released	data not released	n/a	data not released
American Indian & Alaska Native	6,526	\$ 1,449,281	\$ 222,078	6,300
Asian American	37,373	\$ 12,340,664	\$ 330,203	71,421
Native Hawaiian & Pacific Islander	1,197	\$ 148,264	\$ 121,034	524
Hispanic American	17,795	\$ 9,707,207	\$ 545,502	23,051
All Minority-Owned	71,465	\$ 26,053,728	\$ 364,566	111,225

## SUCCESS STORY

**Farrow Construction Specialties** came to the MBDA Business Center in Seattle seeking assistance in obtaining DBE certification and securing acceptance into the SBA 8(a) program. Since then, the Seattle MBDA Business Center has worked to promote the company to larger prime contractors in the Pacific Northwest, which resulted in several contracts. The MBDA Business Center also provided consulting in identifying a mentor in the SBA 8(a) Mentor-Protégé program. As the company’s contracts have increased in size, the Seattle MBDA Business Center staff is working to assist Farrow in increasing both its line of credit and its bonding capacity.

*“I wish to express my thanks for the many services we have received from the Seattle MBDA Business Center. I am pleased to report that during the past year Farrow Concrete Specialties has grown the size of its staff. We have increased our field staff from 24 to 97. Additionally, we have increased our office staff from three to five. A key element to our growth has been the assistance we have received from the Center during this period. Also of note is the fact that we obtained two 8(a) contracts in our first year of eligibility. MBDA’s marketing assistance was instrumental in FCS receiving these awards.”* —Danny Farrow, President

## CLIENT ASSISTANCE BY INDUSTRY

INDUSTRY	NUMBER OF TRANSACTIONS	VALUE OF TRANSACTIONS
Construction	13	\$ 3,208,504
Services	5	\$ 633,727
Transportation, Warehousing, & Public Utilities	5	\$ 466,546

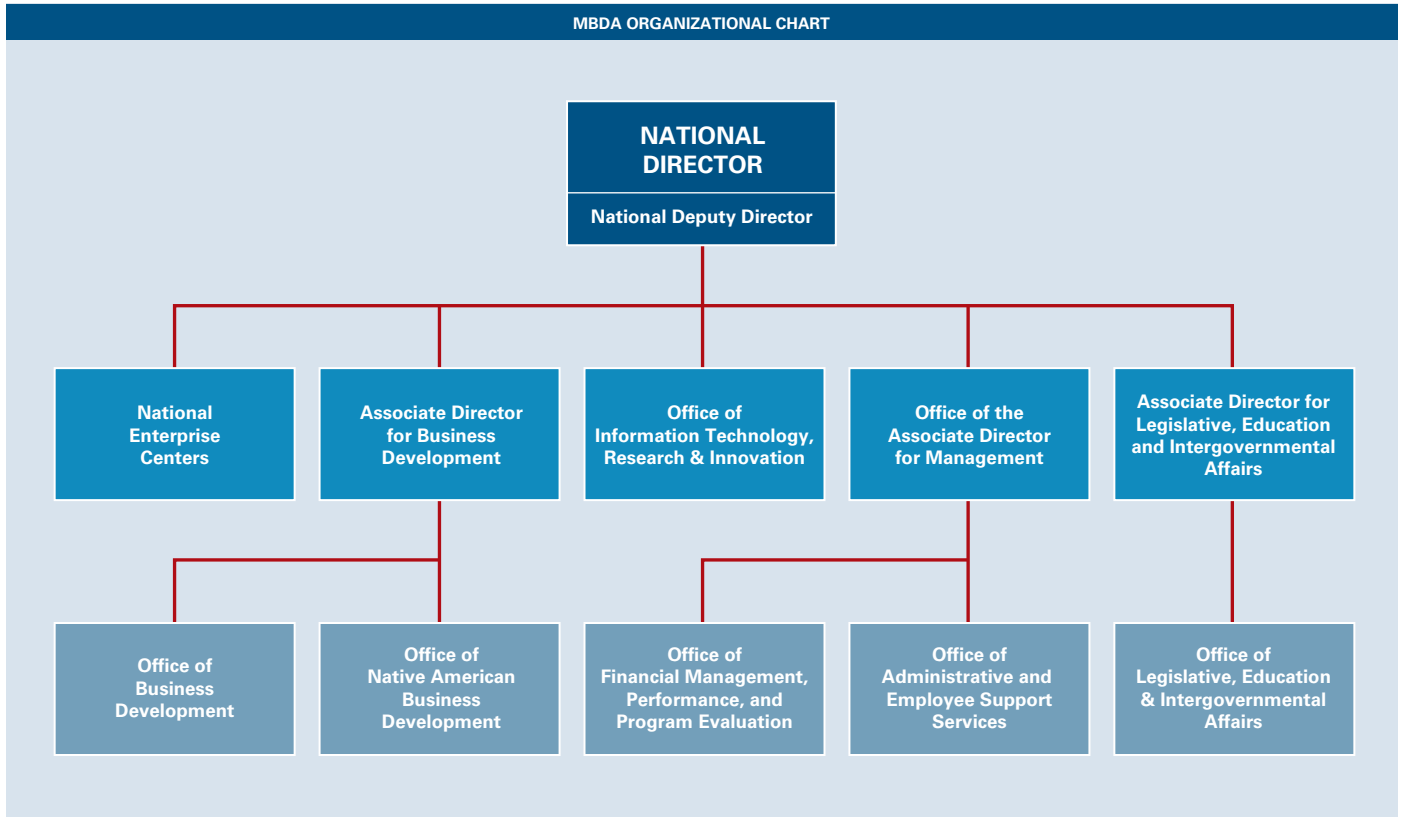


## Key Facts About Minority-Owned Firms

### Select States with MBDA Business Centers

BUSINESS OWNER	NUMBER OF FIRMS	GROSS RECEIPTS (\$1000S)	AVERAGE GROSS RECEIPTS	PAID EMPLOYEES
<b>ALASKA</b>				
African American	1,048	\$ 121,706	\$ 116,132	1,366
American Indian & Alaska Native	6,852	\$ 903,144	\$ 131,807	4,191
Asian American	2,148	\$ 477,425	\$ 222,265	4,219
Native Hawaiian & Pacific Islander	186	\$ 23,573	\$ 126,737	106
Hispanic American	data not released	data not released	N/A	data not released
All Minority-Owned	11,746	\$ 1,889,358	\$ 160,851	11,736
<b>MASSACHUSETTS</b>				
African American	20,542	\$ 1,741,816	\$ 84,793	10,568
American Indian & Alaska Native	2,294	\$ 219,697	\$ 95,770	1,320
Asian American	26,578	\$ 6,752,109	\$ 254,049	48,982
Native Hawaiian & Pacific Islander	260	\$ 26,713	\$ 102,742	126
Hispanic American	19,410	\$ 2,438,786	\$ 125,646	16,628
All Minority-Owned	64,998	\$ 11,504,423	\$ 176,997	77,514
<b>MICHIGAN</b>				
African American	72,554	\$ 4,694,384	\$ 64,702	30,874
American Indian & Alaska Native	6,079	\$ 754,576	\$ 124,128	5,160
Asian American	21,589	\$ 7,740,865	\$ 358,556	66,293
Native Hawaiian & Pacific Islander	487	\$ 281,022	\$ 577,047	1,046
Hispanic American	10,770	\$ 3,876,360	\$ 359,922	18,508
All Minority-Owned	108,932	\$ 17,485,956	\$ 160,522	122,413
<b>MINNESOTA</b>				
African American	12,454	\$ 917,611	\$ 73,680	10,476
American Indian & Alaska Native	2,890	\$ 538,135	\$ 186,206	4,180
Asian American	11,371	\$ 2,356,867	\$ 207,270	16,950
Native Hawaiian & Pacific Islander	data not released	data not released	N/A	data not released
Hispanic American	5,002	\$ 1,609,830	\$ 321,837	5,970
All Minority-Owned	31,074	\$ 5,524,673	\$ 177,791	37,805
<b>MISSOURI</b>				
African American	24,685	\$ 2,411,130	\$ 97,676	18,807
American Indian & Alaska Native	2,895	\$ 430,833	\$ 148,820	2,827
Asian American	9,752	\$ 3,649,953	\$ 374,277	25,336
Native Hawaiian & Pacific Islander	323	\$ 28,425	\$ 88,003	365
Hispanic American	6,178	\$ 1,383,964	\$ 224,015	9,520
All Minority-Owned	42,744	\$ 7,834,845	\$ 183,297	56,821

## Appendix A: Organizational Overview



## Appendix B: Performance Metrics

MBDA's primary performance goals are boosting job creation, the dollar value of contracts, and the dollar value of financial awards to minority-owned businesses. Performance is based upon an "if not for" standard. As such, performance is recognized only where the presence of MBDA is necessary for the transaction to be consummated. MBDA requires all transactions to be verified by at least two independent sources. MBDA does not include in its performance the "multiplier effect" that jobs created, transactions and capital acquisition have on the overall U.S. economy.

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### Number of Jobs Created

A key Agency performance measure is the number of jobs created. By assisting minority-owned firms in obtaining contracts and financial awards, MBDA increases the conditions where these firms have the need to grow their employment base. Minority-owned businesses often hire from within the communities where they are located and often, these businesses reside in or near communities with large concentrations of minority workers. As such, minority-owned and operated firms provide a significant opportunity for workers from minority communities to obtain employment

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### Dollar Value of Contract Awards Obtained

Dollar value of contracts awarded to minority-owned businesses is another key Agency performance measure. These contracts are facilitated by the MBDA Business Centers and Agency staff. The certainty that minority-owned firms will be awarded a contract 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 the footnotes. For indefinite-delivery, indefinite-quantity (IDIQ) contracts, only actual dollar values realized or guaranteed from task orders are included in this performance measure.

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### Dollar Value of Financial Awards Obtained

MBDA works to obtain financial awards or "capital" for MBEs. Capital sources include senior and subordinated loans, surety and other forms of bonds, lines of credit, letters of credit, and various forms of equity. Financial awards are critical to the growth of minority-owned firms. Capital derived from Agency efforts is critical to minority-owned businesses, as MBDA studies show that minority-owned businesses have much more difficulty in obtaining capital in the same amount and at the same cost as non-minority-owned firms.

## Appendix C: Acronyms

<b>AAPI</b>	Asian American and Pacific Islanders
<b>CRM</b>	Customer Relationship Management
<b>DOC</b>	Department of Commerce
<b>MBDA</b>	Minority Business Development Agency
<b>MBE</b>	Minority Business Enterprise
<b>MBEC</b>	Minority Business Enterprise Center
<b>MBOC</b>	Minority Business Opportunity Center
<b>MED Week</b>	Minority Enterprise Development Week
<b>MOU</b>	Memorandum of Understanding
<b>NABEC</b>	Native American Business Enterprise Center
<b>NEC</b>	National Enterprise Center
<b>ROI</b>	Return on Investment

## Appendix D: List of MED Week 2011 Conference Sponsors

MED Week is made possible by the generous support of corporate sponsors and Federal partners who share MBDA's commitment to fostering the growth and global competitiveness of minority-owned firms.

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U.S. Department of State  
U.S. Department of the Treasury  
U.S. Postal Service  
U.S. Small Business Administration

## Media Partners

Asian Fortune  
Blackonomics Sirius XM  
Black EOE Journal  
Hispanic Network Magazine

Latina Style Magazine  
MBE Connect  
MEA Magazine  
Minority Business Entrepreneur

Minority Business News USA  
Professional Woman's Magazine  
Women's Enterprise USA



## Appendix E: MBDA Global Business Services

### Market Access Services

- Strategic alliances
- Negotiation and closing
- Procurement matchmaking events
- Solicitation analysis and bid/proposal preparation
- Conducting Business-to-Business (B2B) forums
- Contract negotiations and closing

### Global and Export Assistance

- Identification of export markets
- Referrals to international trade programs and services
- Market promotion assistance
- Facilitating global transactions
- International market analysis
- International trade assistance

### Capital Access Services

Capital access is a key business service for minority-owned firms. These firms are less likely to obtain loans than non-minority owned firms and typically receive financing in lower amounts and at less favorable terms. After a thorough client assessment focused on business profitability, stability and solvency, MBDA business development specialists and MBDA Business Center experts, work with the client firm to determine the appropriate capital structure and tactical approach to obtain the capital needed. Capital access services include:

- Identifying financing opportunities sourcing deals
- Strategic alliances with banks and financial institutions
- Identification and closure of mergers and acquisitions
- Financing forums and networking events
- Brokerage of financial transactions

### Contract Services

MBDA staff and MBDA Business Centers collaborate to provide procurement assistance to help minority-owned firms do business with the Federal, state, and local governments as well as private corporations. Contract access services include:

- Identification of procurement opportunities
- Solicitation analysis
- Bid and proposal preparation
- Research contract award histories
- Post-award contract administration
- Central contractor registration
- Certification assistance

### Strategic Business Consulting

MBDA business development specialist and MBDA Business Center professionals provide additional business development services including providing tailored business consulting services directed towards assisting clients in achieving higher levels of growth and competitiveness. Strategic business consulting services include:

- Market research, promotion, advertising
- Market feasibility studies
- Financial management
- Business consulting
- Construction - estimating, bid preparation and bonding
- Sales consulting and forecasting
- Pricing, customer service, and brochure design
- Tax planning
- Operations & quality management
- Manufacturing - facility leasing

# MBDA Business Centers

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AN AMERICAN: 1.9 MILLION COMPANIES • \$136 BILLION IN ECONOMIC OUTPUT • 910 THOUSAND JOBS CREATED • \$910 BILLION IN BUYING POWER • EUROPEAN AMERICAN: 1.9 MILLION COMPANIES • \$136 BILLION IN ECONOMIC OUTPUT • 910 THOUSAND JOBS CREATED • \$910 BILLION IN BUYING POWER • ASIAN: 1.5 MILLION COMPANIES • \$506 BILLION IN ECONOMIC OUTPUT • 1.9 MILLION JOBS CREATED • \$978 BILLION IN BUYING POWER • AFRICAN AMERICAN: 1.9 MILLION COMPANIES • \$136 BILLION IN ECONOMIC OUTPUT • 910 THOUSAND JOBS CREATED • \$910 BILLION IN BUYING POWER

13404,33	53,3	57,7	9831,90	130239,09	13399,36	42,9	54,2
13405,33	39,8	57,5	60160,40	3573,25	13400,36	106,4	104,7
13406,32	52,4	138,2	25147,70	23244,23	120567,45	53,3	111,7
13407,32	89,6	111,4	33638,57	23323,90	13401,35	136,3	92,6
13408,31	42,9	151,1	25595,70	9695,90	13402,35	22,3	375,0
13409,30	106,5	54,3	14960,97	12033,75	13403,34	53,3	57,7
120647,95	102,6	104,8	31231,22	8871,50	13404,33	39,8	57,5
1410,30	53,3	111,8	12595,03	24707,45	13405,33	52,4	138,2
11,29	136,4	92,6	13071,40	12793,01	13406,32	89,6	111,4
12,28	22,3	375,3	226232,89	11996,10	13407,32	42,9	54,3
13,28	53,3	57,7	9831,90	130239,09	13408,31	106,5	104,8
14,27	39,9	57,5	60160,40	3573,25	13409,30	102,6	111,8
15,27	52,4	138,3	25147,70	23244,23	120647,95	53,3	92,6
16,26	89,7	111,5	33638,57	23323,90	13410,30	136,3	92,6
17,26	43,0	151,2	25595,70	9695,90	13411,30	136,3	92,6

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