

**Annual Performance Report
Fiscal Year 2005
October 1, 2004 – September 30, 2005**



“We are not here to mark time, but to make progress, to achieve results, and to leave a record of excellence.”..... President George W. Bush

Prepared by
**The Office of Performance and Program Evaluation in cooperation with
The National Enterprise Centers and the Office of Business Development
April 2006**

Table of Contents
MBDA Annual Performance Report for FY 2005

	<i>Pages</i>
Preface... National Director's Message.....	4
MBDA Organizational Chart.....	5
Executive Summary.....	6
<u>Organizational Assessment of FY 2005</u>	8
- Minority Business Enterprise Growth from 1997 to 2002....Table 1.....	9
- Percent changes in total Minority Firms and Annual Gross Receipts by Ethnic Category Between 1997 to 2002.....Chart 1.....	10
- MBDA National Goals and Program Service Improvements.....	11
- Number of MBDA Funded Projects with Federal Costs for Business Development Services and Return on Program Investment... Table 2.....	13
- Program Expenditures by National Enterprise Centers (NEC).....Chart 2.....	13
- Agency Challenges and Best Practices.....	14
<u>MBDA National Performance Summary</u> Table 3.....	16
- National Highlights, Trends and Observations in Performance.....	17
- Percentage of Transactions obtained by each NEC...Chart 3.....	18
- Clients Receiving Assistance by Ethnic Group from MBDC/ NABDC Programs....Table 4.....	19
- Number and Percentage of Minority Firms Assisted by Annual Gross Receipts Range....Table 5.....	20
- MBE Contract Awards Obtained by Industry Type... Table 6.....	21
- Percentage of Contract Award Dollars by Industry...Chart 4.....	22
- Firms Receiving Services by Industry..... Table 7.....	22
- Nationwide Transactions obtained by size of Firm..... Table 8.....	23
- Contracts obtained by Source of Award... Table 9.....	23
- Source of Procurement Awards...Chart 5.....	24
- Financial Awards by Source in FY 2005..... Table 10.....	25
- Percentage of Financial Award Dollars by Source.....Chart 6.....	26

Table of Contents Continued

	<i>Pages</i>
<u>MBDA National Enterprise Centers</u>	
- Performance Summary and Project Highlights...(Map).....	27
- Atlanta NEC....Tables 11-21.....	28-34
- Chicago NEC...Tables 22-30.....	35-40
- Dallas NEC.....Tables 31-43.....	41-47
- New York NEC...Tables 44-52.....	48-52
- San Francisco NEC....Tables 53-64.....	53-60
 <u>Appendix</u>	
- Looking Ahead – National and NEC Goals for FY 2006...Table 65.....	61
- Efficiency Measure for FY 2006.....	62
- MBDA Historical Accomplishments during the George W. Bush Administration...Table 66.....	63
- MBDA Assistance by State...Table 67.....	64

Preface

National Director's Message

I am pleased to present the Fiscal Year 2005 Annual Performance Report for the Minority Business Development Agency. This report highlights performance activities and accomplishments during the last year.

The aftermath of Hurricanes Katrina and Rita required the Agency to redirect resources to respond to the Gulf Region Initiative in cooperation with the U.S. Department of Commerce and U.S. Department of Homeland Security. MBDA staff and centers were tasked to increase support for the critical needs of the minority business enterprise community in the hurricane impact areas and they promptly responded.

As a direct result of our Strategic Growth Initiative, MBDA met six of seven National Performance Measures. More medium and high growth firms are now being assisted by our programs. Our transaction goals for financial packages and contract award dollars continue to be our primary target.

We are very excited about the improvement and acceptance of our programs as evidenced by the results from the American Customer Satisfaction Index in 2005. Based on an independent survey, MBDA made a 13% improvement from 2003. Clients throughout the country were very pleased with the quality and results of services received.

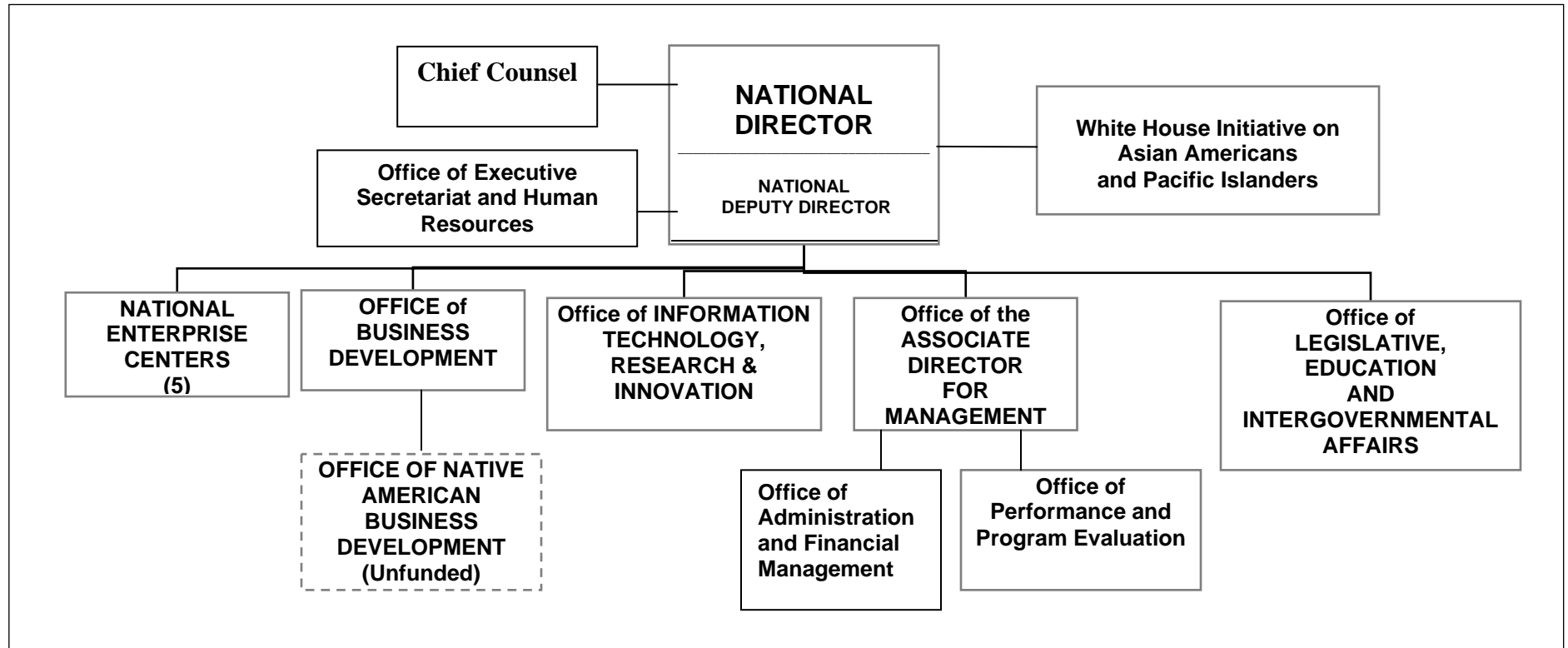
The Office of the Inspector General completed an Audit Survey in FY 2005 for the Minority Business Opportunity Committee program and the agency performance tracking systems. We accept their recommendations and stand by our quality assurance standards. MBDA continues to make improvements to program work requirements and will revise the Minority Business Development Center and Native American Business Development Center solicitations and rating criteria later this year.

I thank again our funded network and MBDA staff for fostering the entrepreneurial spirit that MBDA introduced five years ago. Each year we are faced with new challenges, but I remain confident that, working as a team, we will continue to grow and successfully serve the minority business enterprise community.



Ronald N. Langston
National Director
Minority Business Development Agency
U.S. Department of Commerce
Washington, D.C.
(April 2006)

MBDA Organizational Chart



MBDA Mission Statement

The Mission of MBDA is to achieve entrepreneurial parity for minority business enterprises (MBEs) by actively promoting their ability to grow and compete in the global economy.

MBDA Vision

Become an entrepreneurial organization, effectively and efficiently serving U. S. minority entrepreneurs.

This report was prepared by the Minority Business Development Agency, Office of Performance and Program Evaluation (OPPE). Edith McCloud served as the team leader with assistance from Mary Choi, Melda Cabrera, Ivonne Cunaro, Jerry Miller and Kate Seiver Feldman.

Executive Summary

MBDA continues to enhance its business development programs and provide improved services for minority business enterprises. In FY 2005, the Agency demonstrated its entrepreneurial capability by effectively delivering services despite diminishing program funds. MBDA targeted its strategic goals and performance measures to ensure the effective allocation of resources. Programs focused on providing access to capital and markets which are prime activities of service delivery initiatives.

Return on Program Investment - MBDA successfully met six of the seven national performance measures and demonstrated a Return on Program Investment of \$142 for each dollar in federal funding. Although total clients receiving services declined, the agency and its programs were able to increase the average size of contract awards, as well as the average size loan and financial package obtained to over one million dollars. These results contributed to MBDA's mission to achieve entrepreneurial parity for minority businesses. MBDA defines parity as reaching proportionality between the percentage of minorities in the U.S. population and the percentage of minority-owned firms, their gross annual receipts and jobs compared to those of all U.S. firms.

Strategic Growth Initiative -The Strategic Growth Initiative (SGI) is successfully being implemented. Many medium and high growth minority firms competed for larger transactions and have made an economic impact on the minority community and the U.S. economy. The number of firms and transactions were carefully tracked and verified through electronic and automated performance reporting and monitoring systems.

New Performance Measures - MBDA introduced three new Performance measures in FY 2005: jobs created, gross receipts, and customer satisfaction. The number of new jobs created exceeded the agency's goal by 26%. This is a critical measure and a lead indicator of economic impact. Also, minority firms assisted by MBDA experienced an increase of 30% in annual gross receipts by the end of the year. In addition, MBDA made an agency-wide effort to improve customer relationship management during the last two years. Based on an independent survey conducted by the Federal Consultant Group at the U.S. Department of Treasury in association with the University of Michigan, MBDA increased its American Customer Satisfaction Index by 11 points. Clients' comments reflected the confidence and satisfaction in assistance provided by MBDA staff and the business development centers. Clients have made a commitment to refer other minority firms and return to MBDA for further assistance, if needed.

Strategic Partnerships - New strategic partnerships led to many successful opportunities, providing value-added resources to support the services of MBDA's Business Development Centers (BDCs) and Minority Business Opportunity Committees (MBOCs). For example, the training program conducted by the Amos Tuck School of Business at Dartmouth College provided a curriculum to meet the challenge of the rapidly growing minority population and to better serve our clients.

Gulf Coast Initiative - In 2005, MBDA was called upon to respond to the Katrina and Rita Hurricane disasters in the Gulf region and to redirect resources and services to that area. Qualified minority firms continue to be identified and have been encouraged to apply for contracts to rebuild the region.

Office of Inspector General Audit – The MBOC program and the MBDA performance measure system underwent an Office of Inspector General (OIG) Summary Performance Audit last year. This review focused on the MBOC program and the reporting of performance measures by our funded projects. The OIG conducted site visits to most MBOCs and found some discrepancies in documentation. The findings recommended clarification of the different services provided to clients by each program and MBDA’s portal tools. Traditionally, our submission to the Department’s **Performance and Accountability Report (PAR)** identified clients as “**Total Clients Receiving Assistance.**” New DOC guidelines for the PAR in 2004 limited MBDA’s narrative response about each program and just summarized the performance measures. MBDA has always addressed the different services provided for clients in its Annual Report. A corrective action report is being provided to address all issues identified by the OIG. MBDA stands firm that its policies for documentation are sound and that verification remains a priority.

New MBOC - The new MBOC program solicitation was advertised in 2005 and program funding is imminent. **This new program will provide further clarification in the relationship to clients and reporting necessary documentation.** A total of eight sites were selected to operate the new Minority Business Opportunity Center. All corrective actions noted by the OIG were addressed in this announcement. MBDA staff will be given additional training in monitoring these projects.

MBDC/NABDC Evaluation - The Office of Performance and Program Evaluation (OPPE) completed an evaluation of the MBDC and Native American Business Development Center (NABDC) program. This report outlined the success and shortcomings of the current program. OPPE identified critical areas that require program adjustments prior to the release of the next competitive solicitation. Based on this analysis, senior management made a thorough review of recommendations and changes will be made to work requirements and rating criteria for the new Minority Business Enterprise Center (BEC) /Native American Business Enterprise Center (NABEC) solicitation which will be advertised later this spring.

Finally, MBDA is committed to making continuous improvements to meet unit objectives and improve the delivery of services that will impact the bottom line for performance. Customer Relationship Management will remain a key component of all our programs and services.

Organizational Assessment for FY 2005

MBDA began FY 2005 with the same high performance that was demonstrated in 2004. Management encouraged MBDA staff and its centers to do more with less. As a result, emphasis was placed on better planning to ensure the efficient and effective allocation of resources and the improvement of customer relationship management. Senior management met quarterly to focus on special initiatives that met performance objectives. This was the second year of the Strategic Growth Initiative, which was developed to address the gap between the growth in the minority population and the increase in the number of minority business enterprises. It remains a national priority for the nation to utilize the entrepreneurial resources, innovation and competitive talents of all its citizens.

In FY 2005, MBDA was tasked to respond to the devastation caused by Hurricanes Katrina and Rita in the Gulf Coast Region. Funds were redirected to establish a response center to service minority-owned firms with financial applications and in securing contracting opportunities.

In a joint effort between the U.S. Department of Commerce and the U.S. Department of Homeland Security, MBDA developed a database of competitive and capable minority vendors to respond to contracting opportunities. Results of this initiative will be monitored and measured this year.

In July, 2005, the preliminary report for the **2002 Survey of Business Owners** was released by the U.S. Census Bureau. MBDA held a seminar at Wake Forest University with academic researchers on minority business enterprise to examine our progress. A discussion was held about the challenges in pursuing further research, establishing an MBDA relationship, and to plan our future directions.

The table below shows the growth and development of minority-owned firms by ethnic group from 1997 to 2002. It presents each major ethnic group and the growth in total gross receipts.

Minority Business Enterprise Growth from 1997 to 2002

Table 1

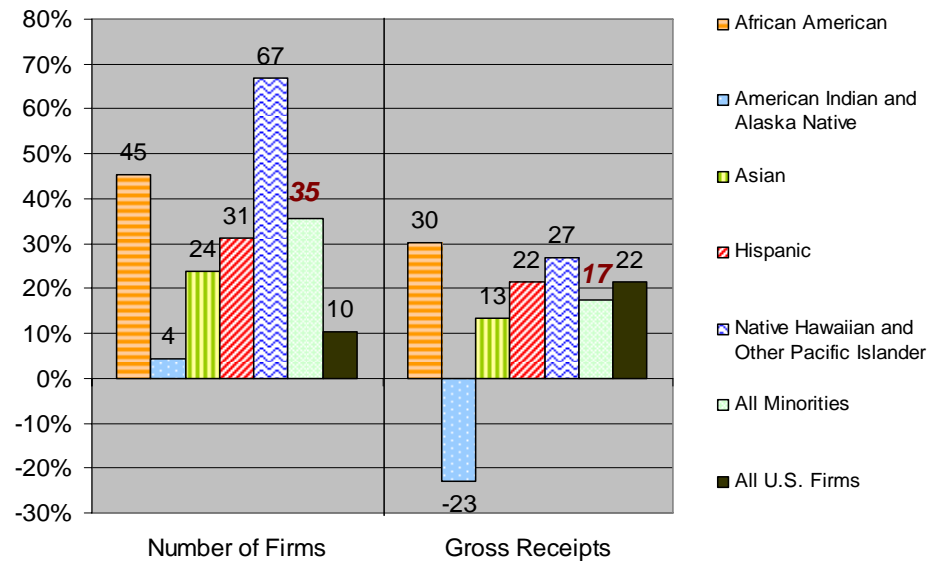
Ethnic Group	1997 Total Firms	2002 Total Firms	Percent Increase In Firms	Total Gross Receipts 1997	Total Gross Receipts 2002	Percent Increase In Gross Receipts
Hispanic	1,200,000	1,574,000	31%	\$186.3 Billion	\$226.0 Billion	22%
African American	824,000	1,198,000	45%	\$71.2 Billion	\$93.0 Billion	30%
Asian	894,000	1,105,000	24%	\$304.0 Billion	\$343.0 Billion	13%
American Indian & Alaska Native	197,000	206,000	4%	\$32.3 Billion	\$26.0 Billion	-23%
Hawaiian / Pacific Islander	19,000	32,000	67%	\$3.9 Billion	\$5.0 Billion	27%
Minority Totals	3,039,000	4,116,000	35%	\$591.3 Billion*	\$694.0 Billion	17%
Total U.S. Firms	20,822,000	22,977,000	10%	\$18.6 trillion	\$23.0 Trillion	22%

*Some totals do not add due to duplication of firms in the ethnic group.

Data provided by the U.S. Census Bureau, 2002 Survey of Business Owners.

As shown, minority firms grew by 35% in the five year period, while total firms rose just 10%. Minority firms have made substantial progress, but continue to be proportionately underrepresented (compared to minority population percentages) in the number of firms, employment and gross receipts.

Chart 1
Percent changes in total Minority Firms and Annual Gross Receipts by Ethnic Category
Between 1997 to 2002



(This Chart prepared by the MBDA Office of Business Development)

MBDA participated in a Summary Audit Review conducted by the Office of the Inspector General (OIG). **This audit measured the value of MBDA’s performance reported in FY 2004 and, specifically, the performance data reported by the Minority Business Opportunity Committee (MBOC) program.** MBDA followed the guidelines established by the U.S. Department of Commerce’s Office of Budget and Performance in completing the Annual Performance and Accountability Report (PAR). The OIG has asked MBDA to clarify the kind of services provided to minority clients by each program and the portal tools. Unlike the Management and Technical Assistance provided by the Business Development Center (BDC) program, the MBOC program will broker and match contract and financial opportunities with qualified minority firms; document and report the transaction awards that it facilitates. MBDA will continue to use its Portal Virtual Center to provide electronic business tools such as the Opportunity–Bid Matching System, the Business Plan Writer, Resource and Capital Locators, to assist registered firms grow their business.

MBDA stands by its validation and verification requirements but will follow all the OIG's recommendations in making corrective actions in 2006. Namely, the revised MBOC program solicitation will require a client relationship/nexus to be established when brokering opportunities. Likewise, the new Business Enterprise Center (BEC) program, which will be developed later this year, will require 100% verification for all transactions and new rating criteria for evaluating each project. Additional recommendations, outlined by the BDC evaluation completed by the Office of Performance and Program Evaluation (OPPE), will be implemented to improve the program design, work requirements and reporting elements for the new solicitation.

The theme of the 2005 MED Week celebration was "The Art of the Deal: Making It Happen." The conference featured exceptional speakers who shared best practices for successful deal making and encouraged networking and building new business relationships. Attendees traveled from throughout the United States to network and be recognized for their accomplishments by their peers.

MBDA successfully implemented the White House Initiative on Asian Americans and Pacific Islanders. Also, a congressionally mandated Office of Native American Entrepreneurship and Trade were established. Both units are working to foster new opportunities and trade promotion for their respective ethnic groups.

The Agency initiated three new goals in 2005. These include: tracking the number of new jobs created; increasing the annual gross receipts of minority business clients; and improving the American Customer Satisfaction Index Survey (ACSI) measure. The survey was the second ACSI measure conducted by the Federal Consulting Group for MBDA since 2003. It measured the progress made in customer relations management and program services. The results disclosed that MBDA improved its index by 11 points (57 to 68). This demonstrated a tremendous improvement. The Business Development Centers, as well as MBDA staff services were received as strong indicators of satisfaction and community outreach. MBDA programs remain the best kept secret in federal government.

MBDA National Goals and Program Service Improvements

MBDA continued to promote four primary goals and perform activities in support of these objectives.

Goal 1. Improve organizational efficiency, effectiveness and responsiveness

As we continued to make improvements with our funded programs, it was critical to all concerned that the staff not loses sight of fundamental responsibilities, both administratively and programmatically. Activities such as grants processing, program monitoring, performance verification, information technology, budget formulation and customer relations, are processes that MBDA continued to improve. Ongoing training in these activities will be maintained, especially as new staff joins the Agency.

Senior management encouraged staff training and the development of new skills that would improve response time and efficiency. The NEC offices became more resourceful and innovative in accomplishing the Agency's mission objectives. Also, enhancements to the MBDA Portal provided new sources of information and tools to support minority business. New IT modifications and guidelines were made, making electronic tools easier to use.

Goal 2. Improve opportunities (contracts / procurements) for minority-owned Business to have access to the marketplace

A new MBOC competitive application was developed in FY 2005 based on recommendations from the OPPE evaluation completed in 2004. Funding of new MBOC awards is scheduled for April 2006. This program will improve the tracking of contract awards to minority firms and strengthen verification. The agency was able to reach a level of \$1 billion in new contracts for each of the last two years, despite a decrease in program funds. However, our annual goal remains \$800 million. Improvements to the Opportunity matching system will increase the number of new opportunity bids entered each year and increase award matches. The matching system and staff support have become essential to meeting annual goals.

Goal 3. Improve access to capital opportunities awarded to MBEs

MBDA's primary vehicle for increasing future financial awards continued to be the BDC program. This program will soon change its name to Business Enterprise Center (BEC) and rating criteria will focus on specific project goals for financial awards. Also, efforts by the MBDA Equity Capital Access Steering Committee helped to open doors at the U.S. Department of Treasury and Federal Reserve Bank. These efforts will further support the best interests and needs of MBEs. Access to capital is still the number one priority of minority business enterprises.

A working partnership was established between MBDA and the U.S. Department of Agriculture (USDA). Two key networking conferences were planned and executed. MBDA introduced lending programs managed by USDA to minority businesses as part of the access to capital initiative.

Goal 4. Become a Knowledge Center for MBEs in the Public and Private Sector

MBDA maintains the leadership position as the only federal agency specifically created to foster the growth and development of minority business. MBDA will continue to educate legislative staff on the needs of minority businesses and promote new opportunities for the minority community. In addition, MBDA's Internet Portal facilitates faster distribution of business information to thousands of minority firms. Information regarding marketing development, legislative proposals, business success stories, business opportunities, strategic alliances and resources is published daily on MBDA's website. MBDA's partnerships with many national organizations continue to add value to the local minority business community. Further analysis of the Census **2002 Survey of Business Owners** (SBO) data will be presented and shared with the minority business enterprise community.

**Number of MBDA Funded Projects with Federal Costs for Business Development Services
And Return on Program Investment**

Table 2

MBDA Organizations	MBDCs	NABDCs	MBOCs	Total Projects Funded in FY 2005	Program Costs In FY 2005	Dollars in Transactions Obtained (rounded)	NEC Return on Investment (ROI)
Atlanta NEC	5	1	3	9	\$1.972 M	\$337.1 M	\$171
Chicago NEC	3	1	3	7	\$1.476 M	\$164.5 M	\$112
Dallas NEC **	6	3	1	10	\$2.62 M	\$356.2 M	\$136
New York NEC	6	0	1	7	\$2.05 M	\$300.9 M	\$147
San Francisco NEC	6	3	1	10	\$2.769 M	\$474.0 M	\$171
Totals	26	8	9	43	\$11.75 M	\$1.64 Billion	\$142

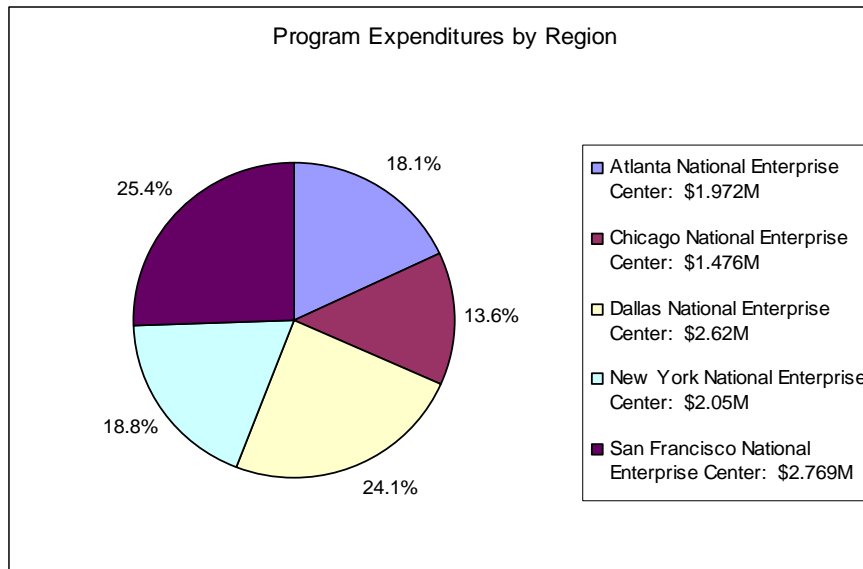
** Includes reprogrammed funds for Katrina area services.

This table shows 43 projects funded during FY 2005. This is down from the number of active projects funded during 2004.

Efforts to maintain services and meet annual performance measures will continue to be the primary challenge for the Agency.

Chart 2

Program Expenditures by National Enterprise Centers (NEC)



This chart shows the percentages in NEC program expenditures for FY 2005. Again, San Francisco had the most funding available while Chicago had the least.

Agency Challenges

As expected, regions with the most funds have generated the highest output results. The lack of any new funding and the allocation of limited resources are the primary challenges facing the Agency. Other challenges include expanding Information Technology and Knowledge Management through the Portal Virtual Center. MBDA can reach many more clients by marketing its programs and communicating electronically. The ACSI indicated that many communities are not aware of MBDA services and better marketing of MBDA programs is essential. Also, better planning for these activities and making significant management improvements can achieve substantial savings. Any further funding reduction would adversely affect MBDA's performance outcomes. Finally, MBDA has been given responsibility to ensure minority firm participation in the rebuilding of the Gulf region. Reprogramming of funds again appears necessary and will present a further challenge.

Best Practices

The following activities conducted by several BDCs, MBOCS and MBDA staff are worth noting and will be shared with all funded programs and staff for consideration and to continue improving performance.

- Effectively use the Phoenix Opportunity database, by posting procurement opportunities, regularly notifying clients of these opportunities, and including the center's contact information on these alerts.
- Establish strategic partnerships with entities that plan large events or conferences. Among these, the National Football League's Super Bowl, large conventions, and other corporate marketing events. Train MBEs on how to bid for these opportunities in partnership with the organization or corporation. Events like these are held regularly and can be planned in advance.
- Launch matchmaking events at regional Med Week conferences to increase procurement opportunities for MBEs.
- Hold Bankers Roundtables to inform bankers about the many federal, state, and local programs available which encourage financial institutions to offer commercial loans to MBEs at discounted interest rates, and with guaranteed loans.
- Establish a Mentor-Protégé program to assist smaller MBEs to compete for prime contracts and subcontracts.

- Consider joint ventures between MBEs or with other companies to increase capacity for contract bidding.
- Become an expert in a business activity, such as 8(a) certification to attract clients, and continue to assist these 8(a) clients with contracting opportunities.
- Distribute Dodge Reports, Bid-Radar notifications and Fed Biz Opp announcements electronically to MBE clients.
- Use the Geographic Business Information System (GBIS) technology for ongoing market research, development of business plans and to increase lending for MBEs.
- Hold GSA schedule seminars to train MBEs how to become schedule holders and expand their client base.
- Develop a Mergers and Acquisitions program to assist MBEs interested in acquiring established companies.
- Participate in international trade missions that can generate contracts for MBEs and develop supply chains.

MBDA National Performance Summary

Table 3

MBDA Performance Measures	FY 2005 National Goals	BDC Reported Accomplishments	MBOC Reported Accomplishments	Staff Activity and Portal Results	FY 2005 Totals (% FY Goal)	Totals in FY 2004	% Change from FY 2004
* Dollar Value of Contracts	\$800 Million	\$706.5 Million	\$319.1 Million	\$47.5 Million	\$1.07 Billion (134%)	\$1.0 Billion	+ 7%
Number of Contracts	2,300	1,072	840	39	1,951 (85%)	2,257	- 14%
* Dollar Value of Financial Packages	\$450 Million	\$449.3 Million	\$64.0 Million	\$53.4 Million	\$566.7 Million (126%)	\$602.8 Million	- 6%
Number of Financial Packages	650	389	73	21	483 (75%)	678	- 29%
Summary Total for Transaction Dollars	\$1.25 Billion	\$1.16 Billion	\$384.1 Million	\$97.3 Million	\$1.64 Billion-Rounded (131%)	\$1.6 Million	+ 3%
Percent Transactions Verified	100%	98%	99%	100%	99%	98%	+1%
* Number of Clients	25,000	3,524	529 Beneficiaries	14,447	18,500 (74%)	29,475	- 37%
* National and Regional Strategic Partnerships	200	186	37	8	231 (116%)	231	0%
Employee Training Hours	6,800	N/A	N/A	7,175	7,175 (105%)	7,446	- 4%
* Number of New Job Opportunities	1,800	2,270	N/A	N/A	2,270 (126%)	NA	N/A
* Percent Increase in Client Gross Receipts	+ 5%	+ 30%	NA	NA	+30%	NA	N/A
* Percent Increase in American Customer Satisfaction Index	+ 5%	N/A	N/A	N/A	+ 13%	FY 2003	N/A
FY 2005 Budget Expenditures	\$10.7 Million	\$9.085 Million	\$1.633 Million	\$0.86 Million (10 staff)	\$11.58 Million	\$10.94 Million	+ 6%
ROI	\$117	\$128	\$235	\$113	\$142	\$146	- 3%

N/A indicates no goal required for this measure. *Indicates National Performance Measures reported to OMB and the U.S. Department of Commerce.

National Highlights, Trends and Observations in Performance

As indicted above, Fiscal Year 2005 was another successful year for Agency staff and funded projects. MBDA reported seven National Performance Measures to the U.S. Department of Commerce (DOC) and Office of Management and Budget (OMB), accomplishing six by a significant percentage above the established goal. MBDA provided hands-on assistance and exerted its managerial influence and intervention strategies to support three new metrics during the year.

With assistance from regional organizations, community alliances, MBDA staff and project consultants, seminars were held in partnership with the Amos Tuck Business School at Dartmouth College. Minority clients were trained on how to penetrate critical markets and obtain larger transactions in contracts and financings.

MBDA made several technical improvements to its Portal Virtual Network of business tools used to disseminate information and identify new contract opportunities. As a follow-up to the devastation from hurricanes Katrina and Rita, MBDA joined with the U.S. Department of Commerce and U.S. Department of Homeland Security in an effort to identify qualified minority firms to compete for awards to rebuild the Gulf region.

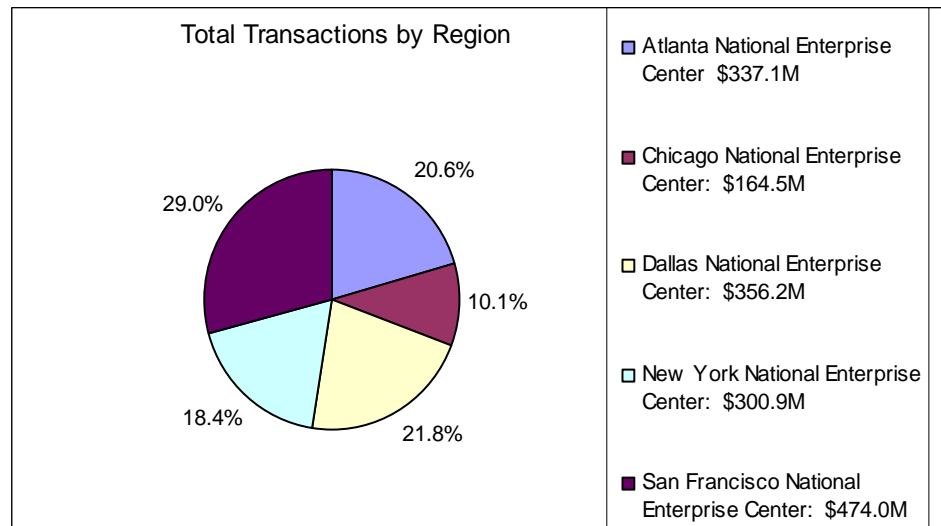
MBDA received special recognition for customer relationship management with a 13% increase in the American Customer Satisfaction Index (ACSI) rating. The Federal Consulting Group, a unit within the U.S. Department of the Treasury, performs these surveys throughout the federal government. Results demonstrated the responsiveness and dependability of staff and funded projects and testified to the confidence in MBDA assistance by the minority community.

FY 2005 Reported Highlights:

- MBDA programs assisted 18,500 clients during the year. Unfortunately, this was below the national goal of 25,000. In the process of identifying new SGI clients, MBDA programs referred many smaller firms to alternative programs. The needs of SGI clients require more time and effort. The agency sacrificed quantity for quality of services and therefore total clients decreased. Clients served represent the following:
 1. MBDC / NABDC clients assisted with Management and Technical Assistance (3,524)
 2. MBOC beneficiaries receiving opportunity awards (529)
 3. Clients assisted by MBDA staff (22)
 4. Student clients in the West Virginia Emerging Minority Business Leadership Program (50)
 5. Registered Phoenix firms that were assisted by the Portal Bid-Matching system, receiving at least one contract opportunity match (9,693)
 6. Firms that used the Portal Business Plan Writer tool to grow their business (4,725).

- MBDA services helped in obtaining \$1.07 Billion in contract awards, which was a 7% increase over the previous year. Among these, 14 ad hoc contract awards for a total of \$3.6 million were identified from the Phoenix-Bid Matching system and not reported by a BDC facilitated match.
- Ten Business Development Specialists (BDS) assisted in obtaining \$97.3 million in transaction awards during the year. Each BDS employee had a weighted value of \$86,000 in activity-based costing for services.
- The average of annual gross receipts for BDC clients increased by 30% between 2004 and 2005.
- MBDA's Return on Investment (ROI) for all programs indicated a return of \$142 in transaction awards to MBEs for each program dollar invested. The San Francisco and Atlanta regions each showed an ROI of \$171.
- African American clients were the largest ethnic group served (45%). Hispanic/Latino clients represented the largest group (32%) with annual gross receipts at \$500,000 or greater (SGI range).
- Most firms served were in the Construction and the Services Industries (44%). Likewise, most contracts obtained went to firms in these two industry categories.
- MBDA invested 7,175 hours in staff training during the year. This included the Tuck School of Business training to improve operations and consulting services.

Percentage of Transactions Obtained by each NEC - Chart 3



As indicated above, each National Enterprise Center (NEC) contributed to total transaction dollars for financial and contract awards. The San Francisco NEC led all regions with 29% of total transaction awards, followed by the Dallas NEC with 22%.

Clients Receiving Assistance by Minority / Ethnic Group from MBDC and NABDC Programs

Table 4

Ethnic Category	Clients	Hours of M&TA	No. and Value of Contracts		No. and Value of Financings		Total Transaction Dollars for group
African American	1,582 (45%)	14,177 (33%)	469	\$ 347.7M (33%)	150	\$ 130.5M (25%)	\$478.2 M (31%)
Asian American, Asian Indian, Asian Pacific Islander	261 (7%)	4,027 (9%)	271	\$84.0 M (8%)	53	\$49.7 M (10%)	\$133.7 M (9%)
Hasidic Jew	39	183	132	\$ 7.3M (2%)	4	\$ 35.4M (6%)	\$42.7 M (3%)
Hispanic-Latino American, Puerto Rican	828 (24%)	12,003 (28%)	701	\$364.2 M (35%)	118	\$163.5 M (32%)	\$527.7 M (34%)
Native American, Aleuts, Eskimo	703 (20%)	11,162 (26%)	328	\$220.5 M (21%)	132	\$133.7M (26%)	\$354.2 M (22%)
Other Minority	93	1,113	11	\$1.9M (1%)	5	\$ 0.6M (1%)	\$2.5 M (1%)
Total all Minority	3,506	42,665 Hours	1,912	1.027 Billion	462	\$513.4 M	\$1.54 Billion

As indicated above, the majority of clients serviced by the MBDC and NABDC programs were African Americans (45%). African American clients required the most hours of Management and Technical Assistance (M&TA) which led to \$130 million in loans and financings and \$347 million in contract awards for a combined total of \$478.2 million (31%). In looking at trends and changes from 2004, African American firms increased their share of transaction dollars by \$114.9 million since FY 2004. Second in assistance hours were Hispanic/Latino clients who obtained \$163 million in financial awards and \$364 million in contracts for a combined total of 34%. African Americans and Hispanic Americans received 70% of total contract dollars and 50% of total financial dollars during the fiscal year.

In addition, Native American Centers performed well in assisting their clients with M&TA services and transactions. The most noticeable drop in service was assistance to Asian American clients who decreased by 47% in number and 62% in total transaction dollars.

**Number and Percentage of Minority Firms Reported by Annual Gross Receipt Range
(MBDCs and NABDCs)**

Table 5

Ethnic Group	\$0 -\$299,999 (Non-SGI)	\$300,000 -\$499,999 (Non-SGI)	\$500,000 -\$999,999 (SGI)	Greater than \$1,000,000 (SGI +)	Total Clients With Reported Receipts
African American	1,300 (82%)	63 (4%)	74 (5%)	145 (9%)	1,582 (100%)
Asian American, Asian Indian, Asian Pacific Islander	147 (56%)	22 (9%)	18 (7%)	74 (28%)	261 (100%)
Hasidic Jew	18 (46%)	2 (5%)	8 (21%)	11 (28%)	39 (100%)
Hispanic-Latino American, Puerto Rican	540 (65%)	52 (6%)	57 (7%)	179 (22%)	828 (100%)
Native American, Aleuts, Eskimo	497 (71%)	35 (5%)	32 (5%)	139 (19%)	703 (100%)
Other Minority	70 (75%)	6 (7%)	3 (3%)	14 (15%)	93 (100%)
Total by Range	2,572 (74%)	180 (5%)	192 (5%)	562 (16%)	3,506 (100%)

In measuring the success of the Strategic Growth Initiative (SGI), the criteria examined is the number and percentage of firms assisted with annual gross receipts at \$500,000 and greater. See other observations below:

- 86% of African American firms assisted in 2005 fell below the SGI level. Evidently, some centers chose to service smaller firms rather than refer them to other service providers.
- Approximately 79% of all BDC clients are below SGI level.
- In FY 2005, only 21% of total clients reported by the BDCs met the SGI criterion. This is a 3% decrease from the FY 2004 report.
- Client profile information must continue to be reported and updated annually to substantiate findings.

**MBE Contract Awards Obtained by Industry Type
(Services provided by the MBDC/NABDC and MBOC Programs)**

Table 6

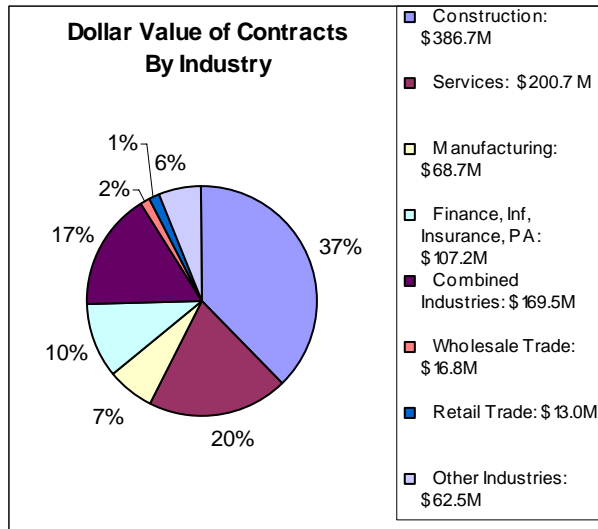
Firms by Industry obtaining contract awards with MBDA Assistance	Number of Awards	Value Contracts
Construction Firms	572 (30%)	\$ 386.7 million (37%)
Firms with a Combined Industry Reported	449 (23%)	\$ 169.5 million (17%)
Services Firms	354 (19%)	\$ 200.7 million (20%)
Manufacturing Firms	238 (12%)	\$ 68.7 million (7%)
Finance, Information, Insurance, Public Administration	111 (6%)	\$107.2million (10%)
Other Industries (Not Classified)	59 (3%)	\$ 46.9 million (6%)
Wholesale Trade	52 (3%)	\$ 16.8 million (2%)
Retail Trade	36 (2%)	\$ 13.0 million (1%)
Transportation, Warehousing & Public Utilities	35 (2%)	\$ 9.9 million (1%)
Agriculture, Forestry, Fishing and Hunting	6	\$ 6.3 million (1%)
Total for all firms reported	1,912	\$1.025 Billion

Most facilitated contracts continue to be awarded to minority firms in the Construction and Services Industries.

- In 2005, more than 37% of contract dollars went to Construction firms, while 20% went to Service related firms.
- Contracts that went to firms with combined industries could not be specifically classified.
- A drop in awards occurred for firms in Retail, Wholesale Trade and Transportation.

Percentage of Contract Award Dollars by Industry

Chart 4



As shown, 37% of contracts were awarded to firms in Construction. Six percent of awards were not classified by industry. Allocation of awards remained about the same during the last three years.

Table 7

Firms Receiving Services by Industry (MBDCs and NABDCs)	
Services	27%
Construction	17%
Manufacturing	7%
Finance, Insurance, & Real Estate, Information, Public Administration	6%
Retail Trade	5%
Transportation, Warehousing & Public Utilities	3%
Wholesale Trade	2%
Agriculture, Forestry, Fishing and Hunting	1%
Client Industry not identified	32%

This table includes clients assisted by industry codes (SIC and NAICS). Clients assisted in the Services Industry increased from 24% in FY 2004 to 27% in FY 2005. Likewise, Construction firms increased from 15% to 17%. Services to other industries basically remained the same as last year.

Thirty-two percent of client firms did not have an identifiable Industry code in their profile. It is important that the Centers report the primary industry of each client.

Nationwide Transactions obtained by Size of Firm

Table 8

Total SGI and non-SGI clients assisted	No. of Contracts	Value of Contracts	No. of Financings	Value of Financings	Total Dollars in Transactions
SGI Clients (\$500k and Over)	777	\$553.50 M (54%)	163	\$304.28 M (59%)	\$857.8 M (56%)
Non-SGI Clients (Under \$500k)	615	\$234.13 M (23%)	195	\$125.70 M (25%)	\$359.8 M (23%)
Receipts Not Reported	520	\$237.98 M (23%)	104	\$83.40 M (16%)	\$321.4 M (21%)
Totals for all	1,912	\$1.027 Billion	462	\$513.4 M	1.540 Billion

In looking at clients receiving transaction awards by firm size nationally, 54% of contract dollars went to SGI firms, while 23% went to non-SGI clients. Also, 59% of financial dollars went to SGI firms while 25% went to smaller non-SGI clients. Again, several centers did not identify client annual receipts as shown.

Contracts obtained by Source of Award

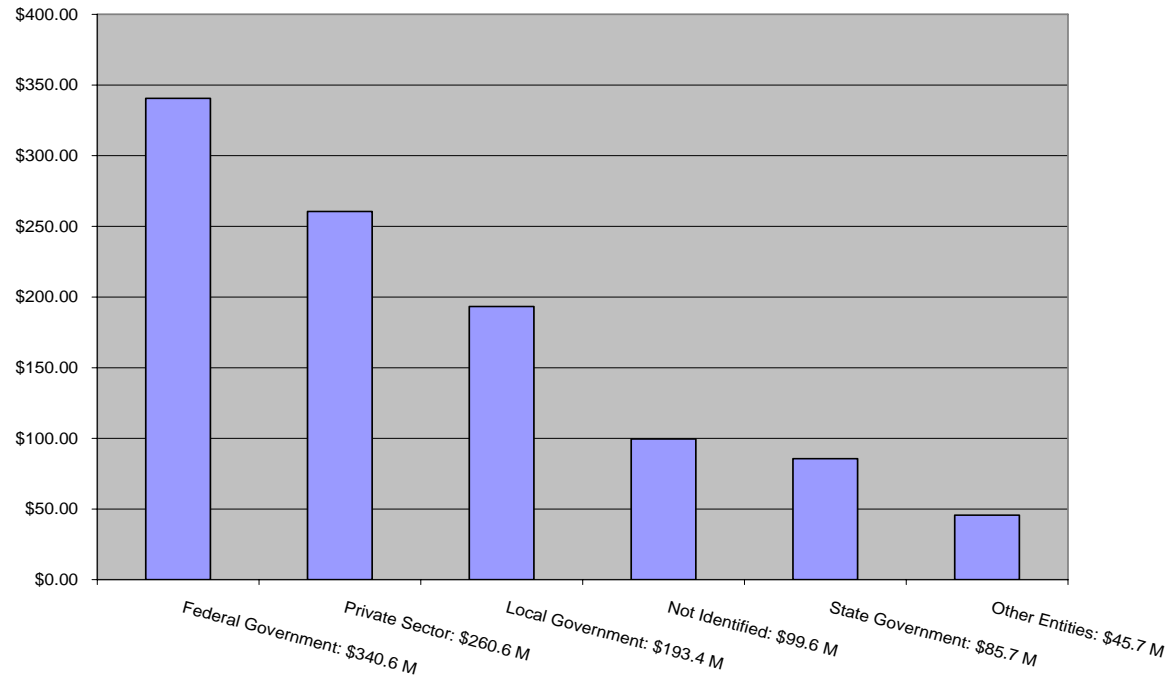
Table 9

Source	Number of Contracts	Dollar of Contracts	Average Dollar Value In FY 2005	Average Dollar Value in FY 2004
Federal Government	303 (15.8%)	\$ 340.6 million (33.2%)	\$ 1.1 Million	\$682,000
State Government	156 (8.2%)	\$ 85.7 million (8.4%)	\$ 0.5 Million	\$1.1 Million
Local Government	498 (26.0%)	\$ 193.4 million (18.9%)	\$ 0.4 Million	\$166,000
Private Sector	553 (28.9%)	\$ 260.6 million (25.4%)	\$ 0.5 Million	\$370,000
Other Entities	97 (5.1%)	\$ 45.7 million (4.5%)	\$ 0.5 Million	\$363,185
Not Identified	305 (16.0%)	\$ 99.6 million (9.7%)	\$ 0.3 Million	\$363,185
Total Awards Summary	1,912	\$1.025 Billion	\$527,806	\$398,411

As indicated above and below, consistent with previous years, MBDA programs depend upon Federal Government support for contract dollars (33%) to minority firms. The average dollar value from a federal contract increased to \$1.1 million, (up 65%) from 2004. However, the average value of awards from State entities decreased significantly. Reporting of awards by projects also improved in the last year with fewer non-identified sources. As expected, the larger SGI firms are much better qualified to compete for larger contract awards.

Source of Procurement Awards Chart 5

Source of Procurement Contracts



This chart shows the progression of award dollars from all sources. The MBOC program is making an impact in obtaining private sector awards through its committee members. We should expect to see more awards from State and Local governments as more opportunities are entered into the Bid-Opportunity system from these sources.

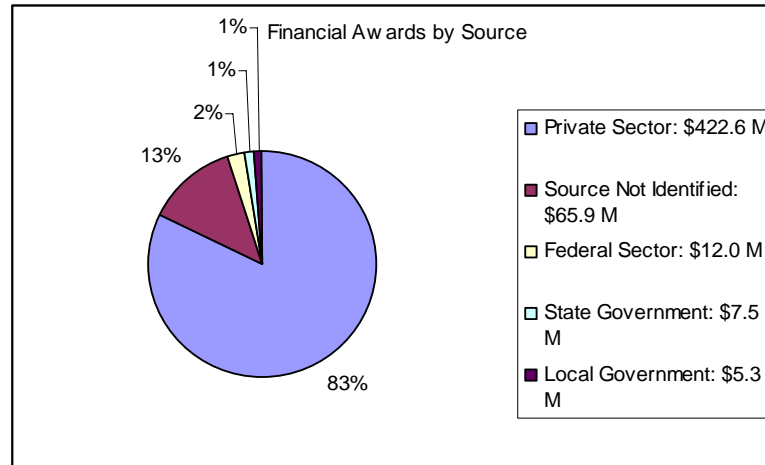
Financial Awards by Source in FY 2005

Table 10

NEC	Federal Sector	State Govt.	Local Govt.	Private Sector	Not Identified	Total Awards
Atlanta	\$2.9 Million	\$0.0	\$3.5 Million	\$39.3 Million	\$30.8 Million	\$76.5 Million
Chicago	\$0.1 Million	\$0.0	\$0.1 Million	\$34.7 Million	\$0.6 Million	\$35.5 Million
Dallas	\$0.4 Million	\$0.0	\$1.1 Million	\$119.6 Million	\$18.2 Million	\$139.3 Million
New York	\$0.0	\$0.0	\$0.0	\$88.3 Million	\$11.4 Million	\$99.7 Million
San Francisco	\$8.7 Million	\$7.7 Million	\$0.5 Million	\$140.8 Million	\$4.8 Million	\$162.5 Million
National Total	\$12.0 Million (2.3%)	\$7.5 million (1.5%)	\$5.3 Million (1.0%)	\$422.6 Million (82.3%)	\$65.9 Million (12.9%)	\$513.3 Million

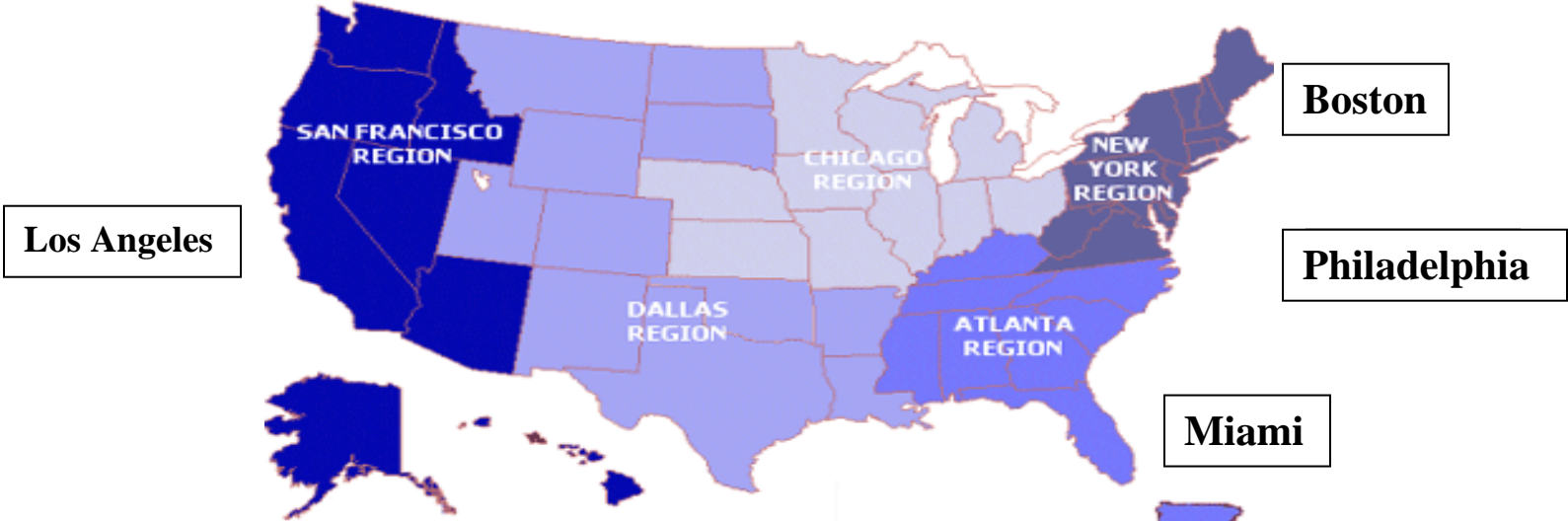
The table above indicates the source of financial awards obtained for clients by funded projects. All regions depended primarily upon private sector sources for access to capital. All public sector entities showed disappointing results. No state funding was available in four regions. One NEC showed no Federal, State or Local Government funding. Each NEC should pursue new strategic alliances to increase financial opportunities. It is estimated that 52% of financial award dollars went for Bonding.

Percentage of Financial Award Dollars by Source
Chart 6



This chart shows that MBDA clients relied on the Private Sector to provide financial capital. Eighty three percent of award dollars came from commercial institutions and other private sector capital providers. In addition, this figure is largely represented by surety bonds for construction firms. While the federal sector represents only two percent of total funding, MBDA continues to promote increased business utilization of federal capital programs (SBA and USDA).

MBDA National Enterprise Centers – Performance Summary and Project Highlights



MBDA currently has 5 National Enterprise Centers (NECs) as identified above and 4 Regional Enterprise Centers (RECs). The NECs represent the Agency and implement strategic initiatives, funded programs and policies. The Regional staff oversees the successful operations at the various funded centers and provides entrepreneurial support to meet critical performance measures.

Atlanta NEC Performance - Table 11

Atlanta National Enterprise Center Performance Measures	BDC 2005 Goals	BDC Accomplishments (% Goal)	MBOC 2005 Goals	MBOC Accomplishments (% Goal)	NEC Reported Staff Activities	FY 2005 Totals (% Goal)	Totals in FY 2004	% Change from FY 2004
Dollar Value of Contracts	N/A	\$146.7 Million	\$111.3 Million	\$113.9 Million (102%)	0	\$260.6 Million	\$188.7 Million	+ 38%
Number of Contracts	N/A	311	N/A	59	0	370	399	- 8%
Dollar Value of Financial Packages	N/A	\$49.8 Million	\$76.0 Million	\$26.7 Million (35%)	0	\$76.5 Million	\$74.4 Million	+ 2%
Number of Financial Packages	N/A	102	N/A	12	0	114	127	- 10%
Total Transaction Dollars	\$152.2 Million	\$196.5 Million (129%)	\$187.7 Million	\$140.6 Million (75%)	0	\$337.1 Million (99%)	\$263.1 Million	+ 28%
Percent Transactions Verified	100%	100%	100%	100%	N/A	100%	98%	- 4%
Number of Clients	1,003	832 (83%)	N/A	62 Beneficiaries	0	894 (89%)	1,447	- 38%
Regional Strategic Partnerships	30	18 (60%)	15	12 (80%)	0	30 (67%)	61	- 51%
Number of New Job Opportunities	508	565 (111%)	N/A	N/A	N/A	565 (111%)	N/A	N/A
Percent Increase in Client Gross Receipts (AVG)	+5%	+37%	N/A	NA	N/A	+137%	N/A	N/A
Budget Expenditures	\$1.489 Million	\$1.489 Million	\$0.483 Million	\$0.483 Million	\$0	\$1.972 Million	\$2.16 Million	- 12%
Return on Federal Investment (ROI)	\$102	\$132	\$389	\$291	N/A	\$171	\$122	+ 40%

(N/A indicates that goals were not required.)

The Atlanta National Enterprise Center oversees an eight state area that includes most of the south and eastern coastal states, Puerto Rico and the Virgin Islands. In FY 2005, Atlanta managed five MBDCs, one NABDC and three MBOCs. The Atlanta NEC tied with the San Francisco NEC for the highest Return on Investment (ROI - \$171) in FY 2005. Key to this success was the reported 565 new jobs resulting from services rendered and the 37% increase in firm annual receipts.

Atlanta Transactions awarded by size of firms assisted

Table 12

Atlanta clients	No. of Contracts	Value of Contracts	No. of Financials	Value of Financials	Total Transactions
Clients \$500k and Over	184	\$138.86 M	28	\$46.32 M	\$185.2 M
Clients Under \$500k	112	\$79.41 M	75	\$23.07 M	\$102.5 M
Receipts Not Reported	74	\$42.32 M	11	\$7.09 M	\$49.4 M
Totals for Atlanta	370	\$260.6	114	\$76.5	\$337.1 M

As shown, SGI clients received the larger volume of contract and financial dollars. However, more financial packages went to smaller firms (75).

Table 13

Georgia Statewide MBDC FY 2005	FY 2005 Target BDC	BDC Accomplishments %	
ROI: \$77.49			
Number of Jobs Created	88	0	
Number of New Clients	136	83	(61%)
Number of Contracts Awarded	N/A	35	
Number of Financial Transactions	N/A	5	
Dollar Value of Contracts Awarded	N/A	\$ 14.9 M	
Dollar Value of Financial Transactions	N/A	\$ 3.7 M	
Dollar Value of Awarded Transactions	\$ 26.7 M	\$ 18.6 M	(70%)

(N/A indicates that program goals were not required)

The Georgia Statewide MBDC concentrated on serving clients who met the requirements of the Strategic Growth Initiative. It was very active in obtaining information on procurement opportunities to enter into MBDA's Phoenix Opportunity database to alert clients and other MBEs. It also assisted several clients in registering into the Phoenix database to receive the alerts directly. Strategic partnerships were maintained with five partners in the State of Georgia. The partners were instrumental in helping the Center promote its services. The Center also hosted Access to Capital Roundtables in an effort to increase financial capital for the minority business community. It was successful in engaging clients interested in mergers and acquisitions and joint ventures. The Center has been fully staffed during the fiscal year, which positively impacted the services available to minority firms.

Table 14

Miami/Ft. Lauderdale MBDC FY 2005	FY 2005 Target BDC	BDC Accomplishments %	
ROI: \$197.41			
Number of Jobs Created	69	31	(45%)
Number of New Clients	199	208	(105%)
Number of Contracts Awarded	N/A	22	
Number of Financial Transactions	N/A	22	
Dollar Value of Contracts Awarded	N/A	\$ 57.0 M	
Dollar Value of Financial Transactions	N/A	\$ 9.8 M	
Dollar Value of Awarded Transactions	\$ 27.5 M	\$ 66.8 M	(243%)

(N/A indicates that goals were not required)

One of the best success strategies was centered in posting contact information on the Phoenix-Opportunity Bid Announcement system. Once these bids were placed on the MBDA portal and matched, the staff contacted most companies to provide them with all the necessary information on the posted project. The staff also provided follow-up information to clients who were bidding, seeking partners or needed assistance making local contacts. Procurement contracts resulted in the greater component of the BDC's dollar value of transactions, which helped to achieve excellent results.

The Miami MBDC capitalized on its strategic relationships with participating organizations such as chambers of commerce; federal, state and local government agencies; economic development agencies; major corporations and the media. Another key element of success was the project's excellent MED Week activities, which has continued to yield great results in marketing services.

The Project Director and key personnel continued follow-up with non-SGI clients who were referred for assistance to their strategic partners. Non-SGI clients were tracked with the intent of bringing them back to offer technical assistance and financial packaging services during their initial stages of growth.

Table 15

NC Cherokee/Ashville NABDC FY 2005	FY 2005 Target BDC	BDC Accomplishments %	
ROI: \$38.53			
Number of Jobs Created	39	32	(82%)
Number of New Clients	116	174	(150%)
Number of Contracts Awarded	N/A	130	
Number of Financial Transactions	N/A	29	
Dollar Value of Contracts Awarded	N/A	\$ 6.2 M	
Dollar Value of Financial Transactions	N/A	\$ 1.0 M	
Dollar Value of Awarded Transactions	\$ 14.0 M	\$ 7.2 M	(52%)

(N/A indicates that goals were not required)

The location of the Cherokee Center continued to be a challenge for the staff. The mountainous region has a limited number of MBEs operating at the SGI level. The project increased its activities with clients and outreach, but still needs to build alliances with other (non-Cherokee) minority businesses that have capacity to participate in upcoming procurement activities that will take place on the reservation. The Ashville satellite office offers assistance to non-reservation clients.

Table 16

North Carolina Statewide MBDC FY 2005	FY 2005 Target BDC	BDC Accomplishments %	
ROI: \$164.57			
Number of Jobs Created	147	450	(306%)
Number of New Clients	282	157	(56%)
Number of Contracts Awarded	N/A	10	
Number of Financial Transactions	N/A	16	
Dollar Value of Contracts Awarded	N/A	\$ 27.2 M	
Dollar Value of Financial Transactions	N/A	\$ 12.3 M	
Dollar Value of Awarded Transactions	\$ 40.0 M	\$ 39.6 M	(99%)

(N/A indicates that goals were not required)

The North Carolina Statewide performance in achieving its awarded transactions continued to be on target for the year, falling just short of 100% in the fiscal period. This can be attributed to the project's personal interaction with clients and consistent efforts to build client capacity. Because of this intensive relationship and the center's limited number of clients, it is a challenge to maintain a large number of clients or to consistently build the clientele base. The Center is expected to increase its clientele base in the upcoming year by adding additional staff that will focus on marketing and assisting clients.

Table 17

Puerto Rico Islandwide MBDC FY 2005	FY 2005 Target BDC	BDC Accomplishments %	
ROI: \$190.76			
Number of Jobs Created	100	32	(32%)
Number of New Clients	135	107	(79%)
Number of Contracts Awarded	N/A	104	
Number of Financial Transactions	N/A	23	
Dollar Value of Contracts Awarded	N/A	\$ 29.3 M	
Dollar Value of Financial Transactions	N/A	\$ 16.6 M	
Dollar Value of Awarded Transactions	\$ 23.0 M	\$ 45.9 M	(199%)

(N/A indicates that goals were not required)

A key success element for the Puerto Rico MBDC continued to be the daily review of the Bid Online report offered by the Government of Puerto Rico Comptroller Office. The contract and procurement opportunities found in this database are passed to local MBE's. Under the leadership and guidance of the Project Director, the Center participated in multiple programs and activities geared to advertise their services. One key example was the project's participation in the Puerto Rico Chamber of Commerce Annual Convention, where the Center's key personnel served in a "One Stop Shop" venue. This offered attendees the necessary information and contacts to start or expand their businesses. The Puerto Rico MBDC distinguished itself by consistency submitting timely and well organized transaction verification documentation.

Table 18

South Carolina Statewide MBDC FY 2005	FY 2005 Target BDC	BDC Accomplishments %	
ROI: \$76.37			
Number of Jobs Created	65	20	(31%)
Number of New Clients	135	103	(76%)
Number of Contracts Awarded	N/A	10	
Number of Financial Transactions	N/A	7	
Dollar Value of Contracts Awarded	N/A	\$ 12.0 M	
Dollar Value of Financial Transactions	N/A	\$ 6.4 M	
Dollar Value of Awarded Transactions	\$ 21.0 M	\$ 18.4 M	(87%)

(N/A indicates that goals were not required)

During Fiscal Year 2005, the South Carolina Statewide MBDC provided direct consulting services to 103 clients. The clientele was successful in securing over \$18.4 million in contracts and financing during the period. Fifteen of the clients securing transactions met the SGI criteria. Thirty client firms that were assisted required SBA 8(a) certifications, South Carolina DOT certifications, and Carolinas National Minority Supplier Diversity Council (NMSDC) certifications. All clients with certifications had great potential to secure contracts and financial transaction.

The South Carolina Center was successful in developing six strategic partnerships which included the Carolinas NMSDC, South Carolina Community Bank, the Columbia Housing Authority and the Cities of Columbia and Charleston. These relationships were helpful in securing transactions for clients and are expected to reap benefits in the future.

Table 19

Birmingham MBOC FY 2005	FY 2005 Target MBOC	MBOC Accomplishments %	
ROI: \$39.83			
Number of Beneficiaries Assisted	N/A	22	
Number of Contracts Awarded	N/A	14	
Number of Financial Transactions	N/A	9	
Dollar Value of Contracts Awarded	\$ 3.4 M	\$ 3.6 M	(107%)
Dollar Value of Financial Transactions	\$ 1.0 M	\$ 2.5 M	(254%)
Dollar Value of Awarded Transactions	\$ 4.4 M	\$ 6.2 M	(140%)

(N/A indicates that goals were not required)

The Birmingham MBOC (BMBOC) completed its final year under the MBDA MBOC program effective December 31, 2005. The BMBOC accomplished over 100% of its performance goal. Overall, the BMBOC met six out of eight categories. Notably, it met and exceeded well over 200% of Financial Awards and accomplished 107% of the goal in the area of Contract Awards. Overall, the BMBOC satisfactorily met its goals each year it has been funded by MBDA.

Table 20

Florida MBOC FY 2005	FY 2005 Target MBOC	MBOC Accomplishments %	
ROI: \$142.04			
Number of Beneficiaries Assisted	N/A	10	
Number of Contracts Awarded	N/A	9	
Number of Financial Transactions	N/A	1	
Dollar Value of Contracts Awarded	\$ 8.0 M	\$ 13.1 M	(164%)
Dollar Value of Financial Transactions	\$ 0.4 M	\$ 5.0 M	(1,251%)
Dollar Value of Awarded Transactions	\$ 8.4 M	\$ 18.1 M	(216%)

(N/A indicates that goals were not required)

One of the keys for the Florida MBOC's continued success was its implementation of the computerized dissemination system. Through this system, approximately thirty opportunities were reviewed each day. Each opportunity was transmitted electronically to qualified MBEs within the database. The Center was noted for the excellent job it carried out in qualifying suppliers. All cleared a certification and capacity process before being submitted to buyers. This system proved to be a very efficient.

With more than 30 years of Federal procurement and supplier diversity experience, the Project Director and the Executive Director for the Florida MBOC brought a unique blend of expertise which resulted in attracting SGI level clients. More than 45% of the MBE beneficiaries were at the SGI level.

Table 21

Puerto Rico MBOC FY 2005	FY 2005 Target MBOC	MBOC Accomplishments %	
ROI: \$581.97			
Number of Beneficiaries Assisted	N/A	30	
Number of Contracts Awarded	N/A	36	
Number of Financial Transactions	N/A	2	
Dollar Value of Contracts Awarded	\$ 99.9 M	\$ 97.2 M	(97%)
Dollar Value of Financial Transactions	\$ 74.9 M	\$ 19.2 M	(26%)
Dollar Value of Awarded Transactions	\$ 174.9 M	\$ 116.3 M	(67%)

(N/A indicates that goals were not required)

Once again, the Puerto Rico MBOC with the cooperation of MBDA held a successful Third Annual Conference for Negotiation Contracts with the Federal Government. This event has proven very successful in raising the MBOC profile within the community. The PR MBOC continued to receive support from an excellent Advisory Committee. However, more emphasis should be placed in strengthening contract and procurement referrals from this diverse Committee. Most of the PR MBOC contracting opportunities resulted from only one source, the Puerto Rico Public Housing Authority. A broader involvement with state government agencies would have produced a more diversified contract base. Business relationships with local banks and government lending programs should also be strengthened.

**Chicago NEC Performance
Table 22**

Chicago National Enterprise Center Performance Measures	BDC 2005 Goals	BDC Accomplishments (% Goal)	MBOC 2005 Goals	MBOC Accomplishments (% Goal)	NEC Staff Activities	FY 2005 Totals (% Goal)	Totals in FY 2004	% Change from FY 2004
Dollar Value of Contracts	N/A	\$44.2 Million	\$51.0 Million	\$70.5 Million (138%)	0	\$114.7 Million	\$110.4 Million	+ 4%
Number of Contracts	N/A	40	N/A	84	0	124	160	- 29%
Dollar Value of Financial Packages	N/A	\$19.7 Million	\$13.5 Million	\$15.8 Million (117%)	\$14.3	\$49.8 Million	\$83.6 Million	- 40%
Number of Financial Packages	N/A	14	N/A	15	5	34	60	- 43%
Total Transaction Dollars	\$80.7 Million	\$63.9 Million (79%)	\$64.5 Million	\$86.3 Million (134%)	\$14.3	\$164.5 Million (113%)	\$194.0 Million	- 15%
Percent Transactions Verified	100%	94%	100%	94%	0	94%	99%	0
Number of Clients	541	333 (62%)	N/A	63 (Beneficiaries)	3	396 (73%)	421	- 6%
Regional Strategic Partnerships	20	15 (75%)	18	18 (100%)	0	33 (87%)	45	- 27%
Number of New Job Opportunities	379	148 (39%)	N/A	N/A	0	148 (39%)	N/A	N/A
Percent Increase in Client Gross Receipts (AVG)	+ 5%	- 23%	N/A	N/A	N/A	- 23%	N/A	N/A
Budget Expenditures	\$0.94 Million	\$0.94 Million	\$0.45 million	\$0.45 Million	\$0.086 Million	\$1.476 Million	\$1.25 Million	+ 18%
Return on Federal Investment (ROI)	\$86	\$91	\$143	\$192	\$159	\$112	\$155	- 28%

(N/A indicates that program goals were not required)

The Chicago NEC, with the smallest program budget, increased total transactions by 113%. A decrease in the number of clients impacted the average annual gross receipts identified. The MBOCs in the Chicago NEC contributed substantially to transaction dollars (134%).

Chicago transactions awarded by size of firms assisted

Table 23

Chicago Clients	No of Contracts	Value of Contracts	No of Financials	Value of Financials	Total Transactions
Clients \$500k and Over	16	\$43.99 M	12	\$34.15 M	\$78.14 M
Clients Under \$500k	27	\$30.71 M	8	\$0.35 M	\$31.1 M
Not Reported	81	\$40.04 M	9	\$1.00 M	\$41.04 M
Total for Chicago	124	\$114.7 M	29	\$35.5 M	\$150.3 M

Unfortunately, the majority of awards went to firms that were not classified by gross receipts. This should be corrected in the new year.

Table 24

Illinois Statewide MBDC FY 2005	FY 2005 Target BDC	BDC Accomplishments %	
ROI: \$64.85			
Number of Jobs Created	175	45	(26%)
Number of New Clients	149	55	(37%)
Number of Contracts Awarded	N/A	1	
Number of Financial Transactions	N/A	4	
Dollar Value of Contracts Awarded	N/A	\$ 1.9 M	
Dollar Value of Financial Transactions	N/A	\$ 16.6 M	
Dollar Value of Awarded Transactions	\$ 21.8 M	\$ 18.5 M	(85%)

(N/A indicates that goals were not required)

During the first quarter of Fiscal Year 2005, the Illinois Statewide MBDC was slow in obtaining transaction dollars. The Center secured only one acceptable transaction due to the lack of sufficient documentation. However, during the remaining quarters for FY 2005, the Center's performance improved markedly. These transactions included \$16.6 million in financial awards.

Table 25

Michigan Statewide MBDC FY 2005	FY 2005 Target BDC	BDC Accomplishments %	
ROI: \$137.70			
Number of Jobs Created	84	85	(101%)
Number of New Clients	132	58	(44%)
Number of Contracts Awarded	N/A	8	
Number of Financial Transactions	N/A	7	
Dollar Value of Contracts Awarded	N/A	\$ 30.1 M	
Dollar Value of Financial Transactions	N/A	\$ 3.0 M	
Dollar Value of Awarded Transactions	\$ 25.9 M	\$ 33.1 M	(128%)

(N/A indicates that goals were not required)

The Michigan Statewide Minority Business Development Center (MSMBDC) achieved \$33.1 million in transaction awards in FY 2005. The MSMBDC also exceeded its goal in the number of new jobs created by 101%. The Center established many solid relationships with key business leaders in the State of Michigan. During FY 2005, the MSMBDC became a solid business resource for the MBEs throughout the State. The Center established a strategic partnership with the National Football League (NFL) to assist them with identifying Michigan minority business enterprises capable of becoming suppliers for the NFL Super Bowl 2005. Numerous workshops were held in conjunction with the NFL that provided training on business opportunities available to MBEs for the Super Bowl. The Center conducted monthly training workshops for MBEs on topics such as growing 8(a) businesses, finance and procurement. These workshops led to a number of contract opportunities for participating MBEs.

Table 26

MINNESOTA/IOWA NABDC FY 2005	FY 2005 Target BDC	BDC Accomplishments %	
ROI: \$47.63			
Number of Jobs Created	55	0	
Number of New Clients	125	77	(62%)
Number of Contracts Awarded	N/A	9	
Number of Financial Transactions	N/A	1	
Dollar Value of Contracts Awarded	N/A	\$ 7.6 M	
Dollar Value of Financial Transactions	N/A	N/A	
Dollar Value of Awarded Transactions	\$ 12.0 M	\$ 7.6 M	(63%)

(N/A indicates that goals were not required)

The Minnesota Chippewa Tribe achieved \$7.6 million in Awarded Transaction Dollars in FY 2005. Many of the transactions achieved were attributed to the on-going partnership with the Minnesota Economic Development Association (MEDA) and the Minnesota Procurement Assistance Center (PTAC). The Minnesota Chippewa Tribe, MEDA and the PTAC signed Memorandums of Understanding (MOUs) during the first year of the award and have renewed these MOUs each year.

The MOUs allowed the Minnesota Chippewa Tribe to better serve the entire State of Minnesota where there is a more diverse and larger minority population. This relationship allowed the Minnesota Chippewa Tribe to assist MBEs with higher revenues and growth potential. During the 2005 funding year, the Minnesota Chippewa Tribe did an excellent job of outreach throughout the State of Minnesota and Iowa. Staff worked very closely with other tribes throughout both states to develop a network of resources for MBEs.

The Minnesota Chippewa Tribe fell short of the required goals for New Jobs Created. This shortfall will be tracked in FY 2006 by the region, which will assist the project with creating solutions to meet this goal. A major set back for the NABDC was a turnover in staff during the year and training a new Project Director.

Table 27

Ohio Statewide MBDC FY 2005	FY 2005 Target BDC	BDC Accomplishments %	
ROI: \$19.66			
Number of Jobs Created	65	18	(28%)
Number of New Clients	135	143	(106%)
Number of Contracts Awarded	N/A	22	
Number of Financial Transactions	N/A	2	
Dollar Value of Contracts Awarded	N/A	\$ 4.7 M	
Dollar Value of Financial Transactions	N/A	\$ 0.1 M	
Dollar Value of Awarded Transactions	\$ 21.0 M	\$ 4.8 M	(23%)

(N/A indicates that goals were not required)

The Ohio Statewide MBDC reported two transactions, totaling \$45 million that could not be verified. These transactions were removed from the Performance System and the MBDC only had \$4.8 million in Financial and Contract Awards to report. Consequently, the Center achieved only 23% of its Financial and Contract Transactions for FY 2005.

Table 28

Chicago MBOC FY 2005	FY 2005 Target MBOC	MBOC Accomplishments	
ROI: \$211.84		%	
Number of Beneficiaries Assisted	N/A	9	
Number of Contracts Awarded	N/A	13	
Number of Financial Transactions	N/A	1	
Dollar Value of Contracts Awarded	\$ 30.0 M	\$ 41.9 M	(140%)
Dollar Value of Financial Transactions	\$ 10.0 M	\$ 11.0 M	(110%)
Dollar Value of Awarded Transactions	\$ 40.0 M	\$ 52.9 M	(132%)

(N/A indicates that goals were not required)

The Chicago MBOC met or exceeded its goals for 2005. The success of the CMBDC is attributed to its continuous outreach in the minority business community, effective utilization of its strategic partners and implementation of a Mergers and Acquisition program. Through this program, the MBOC and the Minority Business Development Council worked with buyers and sellers of companies in a variety of opportunities. The first transaction was a huge success. The MBOC/CMBDC represented Creative Printing Services (CPS), a printing company based in Des Plaines, Illinois, with estimated assets at \$19 million dollars. CPS sold the majority of its stock to a minority owner and former executive with R.R. Donnelley Printing Company.

Table 29

Northwest Indiana MBOC FY 2005	FY 2005 Target MBOC	MBOC Accomplishments	
ROI: \$65.13		%	
Number of Beneficiaries Assisted	N/A	27	
Number of Contracts Awarded	N/A	25	
Number of Financial Transactions	N/A	9	
Dollar Value of Contracts Awarded	\$ 15.0 M	\$ 5.7 M	(38%)
Dollar Value of Financial Transactions	\$ 2.0 M	\$ 0.8 M	(40%)
Dollar Value of Awarded Transactions	\$ 17.0 M	\$ 6.5 M	(38%)

(N/A indicates that goals were not required)

The Northwest Indiana MBOC did not achieve its goals for contract awards and financial transactions this year. However, the Center achieved its goals in the other performance categories. Although the NIMBOC sponsored numerous program activities, participated in outreach events and partnered with other service providers, it was not able to attract the type of large businesses that fit into the SGI initiative of MBDA. Many of the companies that the NIMBOC served were smaller companies. This may be why the NIMBOC could not attract a significant amount of transactions from potential SGI companies may be attributed to its service area. Also, the Northwest Indiana area does not have the high-end MBE markets like those in Chicago and Indianapolis.

Table 30

Wisconsin MBOC FY 2005	FY 2005 Target MBOC	MBOC Accomplishments %	
ROI: \$269.36			
Number of Beneficiaries Assisted	N/A	27	
Number of Contracts Awarded	N/A	46	
Number of Financial Transactions	N/A	5	
Dollar Value of Contracts Awarded	\$ 6.0 M	\$ 22.9 M	(382%)
Dollar Value of Financial Transactions	\$ 1.5 M	\$ 4.0 M	(269%)
Dollar Value of Awarded Transactions	\$ 7.5 M	\$ 26.9 M	(359%)

(N/A indicates that goals were not required)

The Wisconsin MBOC attributed its success to the extensive use of its MBE database by beneficiaries and sources. The Wisconsin MBOC also held the second round of “Bankers Roundtables”, which greatly contributed to the MBOC achieving 269% of its Financial goal. Additionally, the Wisconsin MBOC worked closely with the State of Wisconsin Department of Transportation (WisDOT) and became an integral part of the “Marquette Interchange Project”, whose goal is to repave all major roads and highways in the state over the next several years. Representatives from the Wisconsin Department of Commerce and various general contractors often met with the MBOC to pinpoint opportunities for MBE Beneficiaries. Through these meetings, opportunities were entered into the MBOC’s MBE Database. The Wisconsin MBOC was recognized at the 2005 MBDA National Conference.

Dallas NEC Performance

Table 31

Dallas National Enterprise Center Performance Measures	BDC 2005 Goals	BDC Accomplishments (% Goal)	MBOC 2005 Goals	MBOC Accomplishments (% Goal)	NEC Staff Activities	FY 2005 Totals (% Goal)	Totals in FY 2004 (% FY Goal)	% Change from FY 2004
Dollar Value of Contracts	N/A	\$214.9 Million	\$10.0 Million	\$1.9 Million (19%)	0	\$216.8 Million	\$238.6 Million	- 9%
Number of Contracts	N/A	266	N/A	131	0	397	481	- 17%
Dollar Value of Financial Packages	N/A	\$137.8 Million (176%)	\$1.0 million	\$1.6 Million (155%)	0	\$139.4 Million	\$154.7 Million	- 10%
Number of Financial Packages	N/A	150	N/A	2	0	152	243	- 37%
Total Transaction Dollars	\$182.9 Million	\$352.7 Million (193%)	\$11.0 Million	\$3.5 Million (32%)	0	\$356.2 Million (184%)	\$393.3 Million	- 9%
Percent Transactions Verified	100%	100%	100%	100%	0	100%	100%	0
Number of Clients	1,504	1,524 (101%)	N/A	20 (Beneficiaries)	0	1,544 (103%)	2,449	- 37%
Regional Strategic Partnerships	45	18 (40%)	5	4 (80%)	0	22 (44%)	21	+ 5%
Number of New Job Opportunities	541	834 (154%)	N/A	N/A	0	834 (157%)	N/A	N/A
Percent Increase in Client Gross Receipts (AVG)	+5%	+ 31%	N/A	N/A	N/A	+ 131%	N/A	N/A
Budget Expenditures	\$2.42 Million	\$2.42 Million	\$0.2 Million	\$.2 Million	\$0	\$2.62 Million	\$2.448 Million	+ 7%
Return on Federal Investment (ROI)	\$76	\$146	\$55	\$18	N/A	\$136	\$161	- 16%

(N/A indicates that goals were not required)

The Dallas NEC projects generated \$356.2 million in award transactions without the benefit of the Arkansas Roundtable Program. T Dallas was the only region to meet its total client goal for the year. The entrepreneurial spirit and teamwork throughout the region overcame obstacles to meet critical goals and support the Katrina and Rita hurricane relief efforts.

Dallas transactions awarded by size of firms assisted

Table 32

Dallas Clients	No of Contracts	Value of Contracts	Number of Financials	Value of Financials	Total Transactions
Clients \$500k and Over	164	\$98.01 M	30	\$47.52 M	\$145.53 M
Clients Under \$500k	90	\$37.54 M	47	\$43.60 M	\$81.14 M
Not Reported	143	\$81.18 M	75	\$48.25 M	\$129.43 M
Total for Dallas	397	\$216.73 M	152	\$139.37 M	\$356.1 M

Consistent with reports, the Dallas SGI clients received the most transactions dollars. The annual receipts were not identified in many client profiles by reporting centers.

Table 33

Dallas/Ft. Worth MBDC FY 2005	FY 2005 Target BDC	BDC Accomplishments %	
ROI: \$82.76			
Number of Jobs Created	120	81	(68%)
Number of New Clients	175	121	(69%)
Number of Contracts Awarded	N/A	20	
Number of Financial Transactions	N/A	24	
Dollar Value of Contracts Awarded	N/A	\$ 18.3 M	
Dollar Value of Financial Transactions	N/A	\$ 7.6 M	
Dollar Value of Awarded Transactions	\$ 27.3 M	\$ 25.9 M	(95%)

(N/A indicates that goals were not required)

The Dallas/Fort Worth/Arlington MBDC is operated by a Hispanic Management Consulting and CPA firm that employs an experienced staff. The Project Director and staff continue to work with major projects throughout the MSA. The MBDC staff is well known in the business community, which has enabled them to network with financial institutions and procurement resources. However, the goals for new clients and jobs created were not meet in 2005. The Center did focus on assisting SGI clients.

Table 34

El Paso MBDC FY 2005	FY 2005 Target BDC	BDC Accomplishments %	
ROI: \$205.93			
Number of Jobs Created	52	31	(60%)
Number of New Clients	109	85	(78%)
Number of Contracts Awarded	N/A	8	
Number of Financial Transactions	N/A	6	
Dollar Value of Contracts Awarded	N/A	\$ 17.8 M	
Dollar Value of Financial Transactions	N/A	\$ 23.5 M	
Dollar Value of Awarded Transactions	\$ 18.3 M	\$ 41.3 M	(226%)

(N/A indicates that goals were not required)

The El Paso MBDC is operated by a consultant firm which specializes in 8(a) certification. This expertise contributed to a significant number of procurement transactions being awarded. The Center met its overall performance goals at an outstanding level. In addition, the Center is skilled at developing financial packages. The staff was active in the local minority business community and developed important resources with the Small Business Administration, local chambers of commerce, financial institutions and the El Paso 8(a) Association. The goal for the number of jobs created was less than satisfactory due to the late submission of documentation to support this activity.

Table 35

Houston (Supplemental) MBDC 2005-2006	FY 2005 Target BDC	BDC Accomplishments %	
ROI: \$0.00			
Number of Jobs Created	N/A	0	
Number of New Clients	41	18	(44%)
Number of Contracts Awarded	N/A	0	
Number of Financial Transactions	N/A	0	
Dollar Value of Contracts Awarded	N/A	0	
Dollar Value of Financial Transactions	N/A	0	
Dollar Value of Awarded Transactions	\$ 3.9 M	0	

(N/A indicates that goals were not required)

The Houston MBDC was awarded supplemental funds on October 1, 2005 to assist in the reconstruction efforts of the Louisiana Gulf area. Therefore, they started at the beginning of a new fiscal year. Due to continued disruptions, the project experienced a difficult time identifying minority businesses that were in a position that to solicit the Center's assistance. Most MBE's were not operational during the first quarter as a result of hurricane damage. The Center concentrated in identifying clients that could do immediate work with FEMA, the Corp of Engineers, U.S. Department of Homeland Security and large subcontractors. The staff anticipates that the number of MBEs assisted will increase and transactions will occur during FY 2006.

Table 36

Houston MBDC FY 2005	FY 2005 Target BDC	BDC Accomplishments %	
ROI: \$115.67			
Number of Jobs Created	N/A	0	
Number of New Clients	346	607	(175%)
Number of Contracts Awarded	N/A	33	
Number of Financial Transactions	N/A	11	
Dollar Value of Contracts Awarded	N/A	\$ 44.9 M	
Dollar Value of Financial Transactions	N/A	\$ 1.4 M	
Dollar Value of Awarded Transactions	\$ 29.3 M	\$ 46.3 M	(158%)

(N/A indicates that goals were not required)

The Houston MBDC, operated by a CPA Consulting firm, employs an experienced staff with many business disciplines. The Project Director is well known in the community and effectively networks with financial institutions and procurement resources. The staff reacts quickly to changing market conditions. The project was able to access lines of credit for clients who were bidding on construction contracts. Also, key strategic partners were utilized to secure other contracts and financing. The Staff used the GBIS program to determine market conditions and site locations for clients expanding their businesses.

Table 37

New Mexico Statewide MBDC FY 2005	FY 2005 Target BDC	BDC Accomplishments %	
ROI: \$380.27			
Number of Jobs Created	59	419	(710%)
Number of New Clients	123	153	(124%)
Number of Contracts Awarded	N/A	32	
Number of Financial Transactions	N/A	13	
Dollar Value of Contracts Awarded	N/A	\$ 34.3 M	
Dollar Value of Financial Transactions	N/A	\$ 49.4 M	
Dollar Value of Awarded Transactions	\$ 19.2 M	\$ 83.6 M	(435%)

(N/A indicates that goals were not required)

The Center's success is due to the efficiency and management techniques of the operator, NEDA Business Consultants, Inc. The staff's reputation, as an expert in 8(a) certification packaging, enabled the project to secure certification for 50% of its client base. The Center was also successful with joint ventures and mentoring new 8(a) recipients with older, more established firms. In addition, the Center was actively involved with two National Laboratories (Sandia and Los Alamos) and provided the Labs with qualified MBEs to work on numerous projects.

Table 38

New Mexico Statewide NABDC FY 2005	FY 2005 Target BDC	BDC Accomplishments %	
ROI: \$139.42			
Number of Jobs Created	64	11	(17%)
Number of New Clients	146	126	(86%)
Number of Contracts Awarded	N/A	25	
Number of Financial Transactions	N/A	2	
Dollar Value of Contracts Awarded	N/A	\$ 23.0 M	
Dollar Value of Financial Transactions	N/A	\$ 3.2 M	
Dollar Value of Awarded Transactions	\$ 14.0 M	\$ 26.2 M	(187%)

(N/A indicates that goals were not required)

The New Mexico Statewide NABDC is operated by The Native American Resource Center. The Center worked with the 19 Indian Pueblos located throughout the state of New Mexico, as well as, the Apache Tribe and the Navajo Nation. The clients worked on projects on Indian land, in urban locations and at several casino locations. Projects included building a strip shopping mall, an elementary school on Pueblo land and several U.S. Department of Agriculture projects. The staff has worked well with the Native American business community.

Table 39

North/South Dakota Statewide NABDC FY 2005	FY 2005 Target BDC	BDC Accomplishments %	
ROI: \$245.53			
Number of Jobs Created	55	79	(144%)
Number of New Clients	125	55	(44%)
Number of Contracts Awarded	N/A	12	
Number of Financial Transactions	N/A	8	
Dollar Value of Contracts Awarded	N/A	\$ 16.5 M	
Dollar Value of Financial Transactions	N/A	\$ 21.6 M	
Dollar Value of Awarded Transactions	\$ 12.0 M	\$ 38.0 M	(317%)

(N/A indicates that goals were not required)

The NABDC is operated by the United Tribes Technical College who employs an experienced staff. The Center exceeded the Dollar Value of Transactions by working with clients on large projects. The staff developed strategies and worked with thirteen strategic partners to obtain financing and secure contracts. The Center strived to assist existing business entrepreneurs in both North and South Dakota.

Table 40

Oklahoma City MBDC FY 2005	FY 2005 Target BDC	BDC Accomplishments %	
ROI: \$93.13			
Number of Jobs Created	30	44	(147%)
Number of New Clients	85	71	(84%)
Number of Contracts Awarded	N/A	38	
Number of Financial Transactions	N/A	4	
Dollar Value of Contracts Awarded	N/A	\$ 14.2 M	
Dollar Value of Financial Transactions	N/A	\$ 0.2 M	
Dollar Value of Awarded Transactions	\$ 16.4 M	\$ 14.4 M	(88%)

(N/A indicates that goals were not required)

The Oklahoma City MBDC achieved success due to a number of factors. The Project Director established strategic partnerships with community-based organizations. As the only MBDC located on a Historically Black University campus, the staff leveraged Langston University's image and historic record for empowerment with MBDA's business tools and resources to create an environment conducive to success. As a result, the Center secured a \$100,000 contract with the Oklahoma City to develop economic revitalization strategies for a blighted area. The staff needs to strengthen its client base and concentrate on obtaining more financial transactions.

Table 41

Oklahoma Statewide NABDC FY 2005	FY 2005 Target BDC	BDC Accomplishments %	
ROI: \$208.75			
Number of Jobs Created	92	58	(63%)
Number of New Clients	210	189	(90%)
Number of Contracts Awarded	N/A	69	
Number of Financial Transactions	N/A	66	
Dollar Value of Contracts Awarded	N/A	\$ 22.5 M	
Dollar Value of Financial Transactions	N/A	\$ 26.6 M	
Dollar Value of Awarded Transactions	\$ 20.1 M	\$ 49.0 M	(244%)

(N/A indicates that goals were not required)

The Oklahoma Statewide Native American Business Development Center exceeded its goals by reaching out to clients and delivering consistent services. The Center's staff assisted all ethnic minority groups, both starting and expanding their businesses. The staff consistently sent out Dodge Reports, Bid-Radar notifications and Fed Biz Opps announcements on a weekly basis. These announcements provided the client with a "second pair of eyes" to prevent overlooking a lead or an opportunity to bid on a job. The center's specialized assistance was a big help to their clients. A system was developed for clients to report jobs created on a timely basis.

Table 42

San Antonio MBDC FY 2005	FY 2005 Target BDC	BDC Accomplishments %	
ROI: \$109.15			
Number of Jobs Created	69	111	(161%)
Number of New Clients	144	99	(69%)
Number of Contracts Awarded	N/A	29	
Number of Financial Transactions	N/A	16	
Dollar Value of Contracts Awarded	N/A	\$ 23.6 M	
Dollar Value of Financial Transactions	N/A	\$ 4.4 M	
Dollar Value of Awarded Transactions	\$ 22.4 M	\$ 28.0 M	(125%)

(N/A indicates that goals were not required)

The San Antonio MBDC is operated by the University of Texas at San Antonio (UTSA). The staff continued to strategize and work with 18 strategic partners to identify contracts and obtain financing. The MBDC is facilitated by UTSA's Institute for Economic Development (IED). IED is composed of five centers with related programs that provide business development consulting, training, technical research and information services. The goal for dollar value of awarded transactions was exceeded thanks to several large contracts and surety bonds. Although there was a large staff turnover, the Center accomplished the year-end goals with a Commendable rating. However, the Center concentrated on assisting SGI clients and did not meet its total client goal.

Table 43

South Texas MBOC FY 2005	FY 2005 Target MBOC	MBOC Accomplishments %	
ROI: \$17.15			
Number of Beneficiaries Assisted	N/A	20	
Number of Contracts Awarded	N/A	131	
Number of Financial Transactions	N/A	2	
Dollar Value of Contracts Awarded	\$ 10.0 M	\$ 1.9 M	(19%)
Dollar Value of Financial Transactions	\$ 1.0 M	\$ 1.6 M	(155%)
Dollar Value of Awarded Transactions	\$ 11.0 M	\$ 3.4 M	(31%)

(N/A indicates that goals were not required)

The MBOC performance was at a satisfactory level for the 2005 award period. However, performance in the areas of procurement transactions and the number of Phoenix entries was less than Satisfactory. One area in which the MBOC had a significant impact on the minority business community was in the successful trade missions to Mexico. The project conducted eight trade missions in the last four years. The latest trade mission was to Monterrey and eight companies received contractual opportunities. Another successful program included the Maquiladora Bus Hops and the "Meet the Buyer" procurement roundtable. The MBOC assisted a large number of clients with securing numerous contracts; however, the dollar value of contracts was low.

New York NEC Performance

Table 44

New York National Enterprise Center Performance Measures	BDC 2005 Goals	BDC Accomplishments (% Goal)	MBOC 2005 Goals	MBOC Accomplishments (% Goal)	NEC Staff Activities	FY 2005 Totals (% Goal)	Totals in FY 2004	% Change from FY 2004
Dollar Value of Contracts	N/A	\$132.8 Million	\$99.9 Million	\$62.9 Million (63%)	0	\$195.7 Million	\$141.7 Million	+ 38%
Number of Contracts	N/A	258	N/A	135	0	393	413	- 5%
Dollar Value of Financial Packages	N/A	\$88.2 Million	\$17.0 Million	\$11.5 Million (68%)	\$5.5 Million	\$105.2 Million (111%)	\$134.9 Million	- 22%
Number of Financial Packages	N/A	24	N/A	36	6	66	153	- 57%
Total Transaction Dollars	\$163.0 Million	\$221.0 Million (136%)	\$116.9 Million	\$74.4 Million (64%)	\$5.5 Million	\$300.9 Million (108%)	\$276.6 Million	+ 9%
Percent Transactions Verified	100%	98%	100%	90%	100%	95%	99%	- 2%
Number of Clients	1,009	251 (25%)	N/A	104 (Beneficiaries)	4	355 (35%)	1,026	- 65%
Regional Strategic Partnerships	30	117 (290%)	5	0	0	117 (234%)	29	+ 303%
Number of New Job Opportunities	481	358 (74%)	N/A	N/A	N/A	358 (74%)	N/A	N/A
Percent Increase in Client Gross Receipts	+ 5%	+ 28%	N/A	N/A	N/A	+28%	N/A	N/A
Budget Expenditures	\$1.76 Million	\$1.76 Million	\$0.2 Million	\$0.2	\$.086 Million	\$2.05 Million	\$2.043 Million	0
Return on Federal Investment (ROI)	\$93	\$126	\$585	\$372	\$64	\$147	\$135	+ 9%

(N/A indicates that goals were not required)

New York projects have the largest network of partners. The New York ROI increased 9% in FY 2005.

New York transactions awarded by size of firms assisted

Table 45

New York Clients	No of Contracts	Value of Contracts	Number of Financials	Value of Financials	Total Transactions
Clients \$500k and Over	255	\$117.31 M	33	\$34.41 M	\$151.7 M
Clients Under \$500k	19	\$18.63 M	20	\$39.74 M	\$58.37 M
Not Reported	119	\$59.76 M	7	\$25.55 M	\$85.31 M
Total for New York	393	\$195.7 M	60	\$99.7 M	\$295.4 M

Most contract awards and financial packages went to SGI firms. Many firms were not identified by annual receipts size.

Table 46

Manhattan/Bronx/Westchester MBDC FY 2005	FY 2005 Target BDC	BDC Accomplishments %	
ROI: \$157.46			
Number of Jobs Created	78	26	(33%)
Number of New Clients	162	10	(6%)
Number of Contracts Awarded	N/A	41	
Number of Financial Transactions	N/A	4	
Dollar Value of Contracts Awarded	N/A	\$ 24.3 M	
Dollar Value of Financial Transactions	N/A	\$ 21.1 M	
Dollar Value of Awarded Transactions	\$ 25.2 M	\$ 45.4 M	(180%)

(N/A indicates that goals were not required)

The Manhattan MBDC was very successful during this performance period especially in Dollar Value of Contracts and Financial transactions. Overall, the Center continued meet and exceed performance goals in the transaction dollar category. However, the Center experienced some challenges in the areas of Jobs Created and the Number of New Clients. The Center has developed a strong base of high growth firms. The Center partnered with the NYNEC in marketing and presenting the highly successful VISA-GSA Schedule seminar series with a large number of MBEs participating. The follow-up consultations will enable more clients to become schedule holders and expand their client base. Overall, the Center continued to target the wholesale and construction industries along with an increased focus on leveraging its strategic partners.

Table 47

New Jersey Statewide MBDC FY 2005	FY 2005 Target BDC	BDC Accomplishments %	
ROI: \$25.31			
Number of Jobs Created	87	7	(8%)
Number of New Clients	162	28	(17%)
Number of Contracts Awarded	N/A	37	
Number of Financial Transactions	N/A	3	
Dollar Value of Contracts Awarded	N/A	\$ 1.4 M	
Dollar Value of Financial Transactions	N/A	\$ 25.4 M	
Dollar Value of Awarded Transactions	\$ 25.2 M	\$ 26.8 M	(106%)

(N/A indicates that goals were not required)

The Center was highly successful in exceeding the goal for awarded transactions, especially financial awards. However, the Center faced key challenges in job created and new clients. The Center experienced the loss of key staff including its Executive Director which contributed to some activity setbacks. As a result of building strong strategic relationships, the Center was successful with linking its clients with major public and private sector networks of business opportunities. The Center placed increased focus on expanding opportunities for its client base in technology and high growth sectors.

Table 48

Pennsylvania Statewide MBDC FY 2005	FY 2005 Target BDC	BDC Accomplishments %	
ROI: \$126.65			
Number of Jobs Created	112	123	(110%)
Number of New Clients	181	24	(13%)
Number of Contracts Awarded	N/A	14	
Number of Financial Transactions	N/A	1	
Dollar Value of Contracts Awarded	N/A	\$ 36.5 M	
Dollar Value of Financial Transactions	N/A	\$ 0.1 M	
Dollar Value of Awarded Transactions	\$ 34.4 M	\$ 36.5 M	(106%)

(N/A indicates that goals were not required)

The Pennsylvania Statewide MBDC was very successful in the performance areas of transactions and jobs created. It performed at a high level in generating contracts; however, it experienced some challenges in securing financial awards. The center hopes to improve in the new year.

Table 49

Queens/Nassau/Suffolk MBDC FY 2005	FY 2005 Target BDC	BDC Accomplishments %	
ROI: \$80.78			
Number of Jobs Created	40	55	(138%)
Number of New Clients	164	96	(59%)
Number of Contracts Awarded	N/A	21	
Number of Financial Transactions	N/A	6	
Dollar Value of Contracts Awarded	N/A	\$ 20.6 M	
Dollar Value of Financial Transactions	N/A	\$ 2.7 M	
Dollar Value of Awarded Transactions	\$ 25.3 M	\$ 23.3 M	(92%)

(N/A indicates that goals were not required)

The Queens MBDC continued to show good performance especially in the areas of contracts and job creation. Overall, the Center continued to meet and exceed the performance goals for transaction dollars. The Center experienced shortfalls in generating new clients. It was hampered by a turnover of staff members. Overall, the Center has continued to key on construction, transportation, public works and high tech to generate business opportunities. Additionally, the Center continued to build strategic alliances and partnerships.

Table 50

Washington Metro MBDC FY 2005	FY 2005 Target BDC	BDC Accomplishments %	
ROI: \$160.67			
Number of Jobs Created	78	147	(188%)
Number of New Clients	162	19	(12%)
Number of Contracts Awarded	N/A	13	
Number of Financial Transactions	N/A	6	
Dollar Value of Contracts Awarded	N/A	\$ 42.7 M	
Dollar Value of Financial Transactions	N/A	\$ 3.6 M	
Dollar Value of Awarded Transactions	\$ 25.2 M	\$ 46.4 M	(184%)

(N/A indicates that goals were not required)

The Washington Metro MBDC reflected a very strong performance in awarded transactions. However, the Center experienced challenges in attracting new clients. It was able to use partnerships to obtain performance results. The Center was successful in restructuring operations which enhanced its capacity to perform at a high level.

Table 51

Williamsburg (Brooklyn) MBDC FY 2005	FY 2005 Target BDC	BDC Accomplishments %	
ROI: \$134.01			
Number of Jobs Created	86	0	
Number of New Clients	178	74	(42%)
Number of Contracts Awarded	N/A	132	
Number of Financial Transactions	N/A	4	
Dollar Value of Contracts Awarded	N/A	\$ 7.3 M	
Dollar Value of Financial Transactions	N/A	\$ 35.4 M	
Dollar Value of Awarded Transactions	\$ 27.6 M	\$ 42.6 M	(154%)

(N/A indicates that goals were not required)

The Williamsburg MBDC had a strong performance, especially in securing transactions. The Center experienced some challenges in job creation and new clients. The Center continued to maintain and expand its strategic alliances and collaborative ties with the public and financial sectors in pursuing key business opportunities for its clients.

Table 52

National Capital MBOC FY 2005	FY 2005 Target MBOC	MBOC Accomplishments %	
ROI: \$372.22			
Number of Beneficiaries Assisted	N/A	104	
Number of Contracts Awarded	N/A	135	
Number of Financial Transactions	N/A	36	
Dollar Value of Contracts Awarded	\$ 99.9 M	\$ 62.9 M	(63%)
Dollar Value of Financial Transactions	\$ 17.0 M	\$ 11.5 M	(68%)
Dollar Value of Awarded Transactions	\$ 116.9 M	\$ 74.4 M	(64%)

(N/A indicates that goals were not required)

This National Capital MBOC experienced low performance due to the loss of a very experienced Executive Director. The transition at the senior staff level contributed to delay programmatic implementation and decrease performance in key areas. However, the Center was able to re-group and achieve a modest performance in financial transactions. It embarked on an effort to gain greater momentum by targeting selected growth industries and key procurement sectors.

San Francisco NEC Performance

Table 53

San Francisco National Enterprise Center Performance Measures	BDC 2005 Goals	BDC Accomplishments (% Goal)	MBOC 2005 Goals	MBOC Accomplishments (% Goal)	NEC Staff Activities	FY 2005 Totals (% Goal)	Totals in FY 2004	% Change from FY 2004
Dollar Value of Contracts	N/A	\$167.9 Million	\$74.9 Million	\$70.0 Million (93%)	\$43.9 Million	\$281.8 Million	\$219.0 Million	+ 29%
Number of Contracts	N/A	197	N/A	431	39	667	781	- 15%
Dollar Value of Financial Packages	N/A	\$153.9 Million	\$7.0 Million	\$8.4 Million (120%)	\$29.9 Million	\$192.2 Million	\$155.2 Million	+ 26%
Number of Financial Packages	N/A	99	N/A	8	7	114	95	+ 20%
Total Transaction Dollars	\$207 Million	\$321.8 Million (155%)	\$81.9 Million	\$78.4 Million (95%)	\$73.8 Million	\$474.0 Million (164%)	\$374.2 Million	+ 27%
Percent Transactions Verified	100%	99%	100%	98%	100%	99%	95%	- 3%
Number of Clients	1,497	566 (38%)	N/A	280 (Beneficiaries)	12	846 (57%)	1,238	- 31%
Regional Strategic Partnerships	45	18 (40%)	5	3 (60%)	2	23 (46%)	68	- 56%
Number of New Job Opportunities	692	365 (53%)	N/A	N/A	0	365 (53%)	N/A	N/A
Percent Increase in Client Gross Receipts (AVG)	5%	- 14%	N/A	N/A	0	- 14%	N/A	N/A
Budget Expenditures	\$2.469 Million	\$2.469 Million	\$0.3 Million	\$0.3 Million	\$258 Million	\$2.769 Million (110%)	\$2.7 Million	+ 3%
Return on Federal Investment (ROI)	\$84	\$130	\$273	\$261	\$286	\$171	\$139	+ 23%

(N/A indicates that goals were not required)

The San Francisco National Enterprise Center (SFNEC) covers an eight state geographic region, including the states of Alaska, Arizona, California, Hawaii, Idaho, Nevada, Oregon, and Washington. During Fiscal Year 2005, this region was responsible for managing five Minority Business Enterprise Centers, three Native American Business Enterprise Centers and one Minority Business Opportunity Committee, with a program budget of \$2.769 million.

The SFNEC staff accomplished \$73.8 million in transaction dollars in FY 2005 with a staff ROI of \$286. In combination with its funded projects, the San Francisco NEC generated a total of \$474 Million in awarded transactions for its constituents. This achievement represents the largest total dollar value generated in awarded transactions of any Agency Region including MBDA Headquarters.

San Francisco transactions awarded by size of firms assisted

Table 54

San Francisco clients	No of Contracts	Value of Contracts	Number of Financials	Value of Financials	Total Transactions
Clients \$500k and Over	158	\$155.33 M	60	\$141.88 M	\$297.21
Clients Under \$500k	367	\$67.83 M	45	\$18.95 M	\$86.78 M
Not Reported	103	\$14.68 M	2	\$1.50 M	\$16.18 M
Total for San Francisco	628	\$238.84 M	107	\$162.33 M	\$401.2 M

The majority of contract awards went to firms with under \$500K in receipts. However, the SGI firms had larger contract dollars. Also, SGI firms had the most financial dollars.

Table 55

Arizona Statewide MBDC FY 2005	FY 2005 Target BDC	BDC Accomplishments %	
ROI: \$64.93			
Number of Jobs Created	93	0	
Number of New Clients	178	36	(20%)
Number of Contracts Awarded	N/A	43	
Number of Financial Transactions	N/A	8	
Dollar Value of Contracts Awarded	N/A	\$ 12.8 M	
Dollar Value of Financial Transactions	N/A	\$ 9.6 M	
Dollar Value of Awarded Transactions	\$ 29.6 M	\$ 22.5 M	(76%)

(N/A indicates that goals were not required)

In 2005, the Arizona Center had expected to close on a \$70 million contract in March; however, this did not transpire. The lack of awarded transactions resulted in a below satisfactory score for the year. The Center’s poor performance was attributable to staff turnover and the learning curve for a new project director. Special performance conditions were placed on this project for 2006. The Center is now well prepared and has added a new project director who is experienced in the community.

Table 56

Arizona Statewide NABDC FY 2005	FY 2005 Target BDC	BDC Accomplishments %	
ROI: \$45.33			
Number of Jobs Created	62	33	(53%)
Number of New Clients	140	54	(39%)
Number of Contracts Awarded	N/A	10	
Number of Financial Transactions	N/A	2	
Dollar Value of Contracts Awarded	N/A	\$ 7.3 M	
Dollar Value of Financial Transactions	N/A	\$ 1.2 M	
Dollar Value of Awarded Transactions	\$ 13.4 M	\$ 8.5 M	(64%)

(N/A indicates that goals were not required)

The Arizona Statewide NABDC maintained high market promotion throughout FY 2005. The Center was committed to supporting the SGI by working with companies having high growth potential. For the Native American community, this poses a unique challenge because many of the Native American businesses are classified as small. The Center was successful in introducing clients to tribes, corporations and other government entities looking for Native American vendors. As a result, there are significant transactions scheduled to close in 2006. The project continued to struggle in meeting goals for new clients, jobs and local resources. The Center is committed to using a new approach and is beginning to see better results.

Table 57

California Statewide NABDC FY 2005	FY 2005 Target BDC	BDC Accomplishments %	
ROI: \$64.92			
Number of Jobs Created	97	51	(53%)
Number of New Clients	221	60	(27%)
Number of Contracts Awarded	N/A	55	
Number of Financial Transactions	N/A	2	
Dollar Value of Contracts Awarded	N/A	\$ 18.6 M	
Dollar Value of Financial Transactions	N/A	\$ 0.1 M	
Dollar Value of Awarded Transactions	\$ 21.2 M	\$ 18.7 M	(88%)

(N/A indicates that goals were not required)

The California NABDC focuses its efforts on a balanced approach for business and market development by assisting clients in increasing their professional networks, internal capabilities, and knowledge regarding public and private contracting opportunities, programs, and procedures. This includes assisting clients in obtaining applicable certifications, especially 8(a) certification, and identifying contracting opportunities. The Project Operator, NCAIED, employed an automated bid matching system to disseminate regularly local, state and federal opportunities. This successful system produced over 5,400 matches and multimillion dollar contracts. As an example, South Bay Constructor received an award for an estimated \$1.5 million in subcontracts for a public works project. As a result of this balanced approach of providing valued added services, the client base and contract awards continued to increase. Early in the performance period, SFNEC initiated an Assistance Plan for the Center which improves its performance from an underperforming level to a successful level.

Table 58

Central/Northern California MBDC FY 2005	FY 2005 Target BDC	BDC Accomplishments %	
ROI: \$103.85			
Number of Jobs Created	93	0	
Number of New Clients	194	52	(27%)
Number of Contracts Awarded	N/A	8	
Number of Financial Transactions	N/A	12	
Dollar Value of Contracts Awarded	N/A	\$ 13.6 M	
Dollar Value of Financial Transactions	N/A	\$ 22.4 M	
Dollar Value of Awarded Transactions	\$ 30.8 M	\$ 36.0 M	(117%)

(N/A indicates that goals were not required)

The Central / Northern California MBDC is divided into three main offices located in Fresno, Bakersfield and Oakland, CA. A fourth office in Hawthorne is occupied by the operator. Each office has a different set of competencies. Bakersfield has basic management and technical assistance skills. Fresno's strength is its community commitment and activism, and Oakland has strong relationships with a few local minority businesses. Each office used its strengths to affect results. The greatest impact was seen in Oakland, where many of the Center's sizeable clients were based. The Center depended on coaching and advice to affect outcomes for its clients. Since these clients were quite large, the outcomes had a greater impact on overall performance. The greatest outreach, however, occurred in Fresno, where the Center utilized its community relationships to attract clients and secure procurement and loans. The Center ceased operations in 2005 due to administrative issues.

Table 59

Honolulu MBDC FY 2005	FY 2005 Target BDC	BDC Accomplishments %	
ROI: \$33.69			
Number of Jobs Created	46	34	(74%)
Number of New Clients	117	110	(94%)
Number of Contracts Awarded	N/A	26	
Number of Financial Transactions	N/A	1	
Dollar Value of Contracts Awarded	N/A	\$ 8.2 M	
Dollar Value of Financial Transactions	N/A	\$ 0.1 M	
Dollar Value of Awarded Transactions	\$ 19.3 M	\$ 8.2 M	(43%)

(N/A indicates that goals were not required)

This was the first year of operation for the Honolulu MBDC. The project has worked on building its client base and provided a full array of services to fulfill its contracting needs in federal and local contracting. Federal opportunities made up a significant portion of the economic activity occurring on the island of Oahu. The main factor for the project's success was working with clients to tap the federal procurement activity occurring on the island. Second, the Center sought private opportunities to augment the federal bid opportunities. The SFNEC implemented an assistance plan to provide guidance for the Honolulu MBDC in its business development efforts. The results show a movement from underperforming to performance at the commendable level.

Table 60

Inland Empire MBDC FY 2005	FY 2005 Target BDC	BDC Accomplishments %	
ROI: \$48.75			
Number of Jobs Created	93	48	(52%)
Number of New Clients	196	51	(26%)
Number of Contracts Awarded	N/A	19	
Number of Financial Transactions	N/A	16	
Dollar Value of Contracts Awarded	N/A	\$ 8.5 M	
Dollar Value of Financial Transactions	N/A	\$ 8.3 M	
Dollar Value of Awarded Transactions	\$ 30.3 M	\$ 16.9 M	(56%)

(N/A indicates that goals were not required)

The Inland Empire MBDC generated performance predominantly through increased sales. The Center, which is located in Riverside, took advantage of its location to recruit SGI clients from an array of local industries and businesses to include restaurants, car dealerships and professional services. Most clientele rely on financial services but some require administrative services in management and technical assistance.

Table 61

Los Angeles Metro MBDC FY 2005	FY 2005 Target BDC	BDC Accomplishments %	
ROI: \$73.70			
Number of Jobs Created	93	72	(77%)
Number of New Clients	194	88	(45%)
Number of Contracts Awarded	N/A	8	
Number of Financial Transactions	N/A	10	
Dollar Value of Contracts Awarded	N/A	\$ 2.5 M	
Dollar Value of Financial Transactions	N/A	\$ 23.0 M	
Dollar Value of Awarded Transactions	\$ 30.3 M	\$ 25.5 M	(84%)

(N/A indicates that goals were not required)

The LA Metro MBDC was very proactive in its business development efforts throughout FY 2005. The Center developed a new and innovative model to meet and exceed the project goals and objectives. It formalized relationships with strategic partners including the Los Angeles Unified School District and the USC Marshall School of Business. Also, the center established a new model for client service that relies on an extended team concept. A number of added services were provided to include, business training, certification and effective match making. The Center was able to get competitive financing for clients through SFNEC banking relationships. LA Metro MBDC participated in a number of innovative projects in support of MBDA transformation efforts. One example was the participation in the USC Small Business Development Office Vendor Fair which targeted high growth companies.

Table 62

Northwest NABDC FY 2005	FY 2005 Target BDC	BDC Accomplishments %	
ROI: \$859.30			
Number of Jobs Created	65	48	(74%)
Number of New Clients	147	76	(52%)
Number of Contracts Awarded	N/A	10	
Number of Financial Transactions	N/A	17	
Dollar Value of Contracts Awarded	N/A	\$ 83.7 M	
Dollar Value of Financial Transactions	N/A	\$ 79.5 M	
Dollar Value of Awarded Transactions	\$ 14.1 M	\$ 163.2 M	(1,156%)

(N/A indicates that goals were not required)

The Northwest NABDC focused its efforts on market development, 8(a) assistance and Mentor-Protégé matching. These activities appear to produce the highest impact per employee hour for the Center. While contracts were quite sizeable, often reaching the million-dollar range, the Center claimed performance bonding that was issued as a result of that procurement, doubling the impact of a successful marketing effort. This Center was teaming its MBEs by having one secure a prime contract and then encouraging sub-contracts to smaller MBE clients. One example was the joint venture established by Alliance General Contractors LLC and JKT Development Inc. for the purpose of pursuing a US Army barracks renewal project at Fort Carson, Colorado. This project was awarded in the amount of \$74,512,540 dollars.

Table 63

Washington Statewide MBDC FY 2005	FY 2005 Target BDC	BDC Accomplishments %	
ROI: \$129.12			
Number of Jobs Created	50	79	(158%)
Number of New Clients	110	39	(35%)
Number of Contracts Awarded	N/A	18	
Number of Financial Transactions	N/A	31	
Dollar Value of Contracts Awarded	N/A	\$ 12.7 M	
Dollar Value of Financial Transactions	N/A	\$ 9.7 M	
Dollar Value of Awarded Transactions	\$ 18.0 M	\$ 22.4 M	(124%)

(N/A indicates that goals were not required)

This Center is operated by a Community Development Corporation (CDC). The CDC provides financial opportunities and the Procurement Technical Assistance Center (PTAC) offers contract support. After stumbling in year one, the Center learned to manage these alliances to exceed its annual goal. The project director is experienced and well-connected in the Seattle community and provides leadership. The Center credits its success to these community outreach efforts.

Table 64

Los Angeles MBOC FY 2005	FY 2005 Target MBOC	MBOC Accomplishments	
ROI: \$261.59		%	
Number of Beneficiaries Assisted	N/A	280	
Number of Contracts Awarded	N/A	431	
Number of Financial Transactions	N/A	8	
Dollar Value of Contracts Awarded	\$ 74.9 M	\$ 70.0 M	(93%)
Dollar Value of Financial Transactions	\$ 7.0 M	\$ 8.4 M	(121%)
Dollar Value of Awarded Transactions	\$ 81.9 M	\$ 78.4 M	(96%)

(N/A indicates that goals were not required)

In May of 2005, a new Mayor was elected in the City of Los Angeles bringing much needed impetus to the MBOC Program. The Mayor relocated the MBOC staff under the Deputy Mayor of Economic Development, who is now the responsible official for this program. In doing so, the Mayor put emphasis on the MBOC staff and appointed a new Executive Director. The staff took focus and direction in bringing the MBOC Program to a high level and a pledge to meet all goals, with emphasis on reporting performance on a regular basis. The MBOC succeeded its 2005 operational goals. The City of Los Angeles successfully re-competed to operate the MBOC for another three-year period.

Appendix

Looking Ahead - National and NEC Goals for FY 2006

Table 65

National Performance Measures	Atlanta NEC	Chicago NEC	Dallas NEC	New York NEC	San Francisco NEC	Portal & Staff activity	Summary FY 2006 Program Goals	MBDA National Goals
New Jobs created	416	250	520	476	709	N/A	2,371 (BDC) 50 (MBOC)	1,800
Increase in Client Gross Receipts	5%	5%	5%	5%	5%	N/A	5%	5%
Total Clients Assisted	916	554	1,622	1,013	1,538	14,357	5,534 (BDC) 109 (MBOC)	20,000
National and Regional Partnerships	30 5 (staff)	20 5 (staff)	45 5 (staff)	30 5 (staff)	45 5 (staff)	5 (National)	170 (BDC/ MBOC) (30) Staff	200
Dollars in Contract Awards and Financial Award Transactions	Combined transaction \$316.0M	Combined transaction \$140.0M	Combined transaction \$205.0M	Combined transaction \$271.0M	Combined transaction \$288.0M	Combined transactions \$80.0M	MBDCs / NABDCs (\$756.0 M) MBOCs (\$464.0 M) Staff (\$80 M)	Total (\$1.3B) Contracts \$850 M Financials \$450 M
Program Budget (estimates)	\$2.0M	\$1.4M	\$2.4M	\$2.0M	\$2.8M	\$0.9M (10 staff)	\$10.6M	\$11.5M
ROI (estimate)	\$158	\$100	\$85	\$136	\$103	\$89	\$123	\$113
Efficiency Measure	+ 80%	+ 80%	+ 80%	+ 80%	+ 80%	N/A	+ 80%	+ 80%

(N/A indicates that goals were not required)

MBDA plans to maintain the current National Performance goals in FY 2006. Increased efforts by business development staff will be necessary to minimize the reduction of program funding and increased costs for operations during the new year. Also, the new MBDA efficiency measure will support those projects experiencing difficulties and help meet planned objectives.

MBDA Efficiency Measure for FY 2006

Reduce the Number of Deficient Funded Projects

Background

MBDA funds approximately 43 cooperative agreements (projects) each calendar year, renewable based on satisfactory performance rating. These projects contribute directly to MBDA's National Performance Measures, specifically the amount of transaction dollars for contracts and financings obtained for minority-owned firms. Each week, the National Director reviews the status of projects in meeting program performance goals, with a focus on projects that are falling behind and needing special assistance. Each project is reviewed by the NEC each quarter and evaluated semi-annually. Projects that continue to fall behind and not meet objectives can anticipate that funding will be discontinued and the project will be re-competed.

MBDA management recognizes that increased efficiency of business development operations is critical to good performance and successful customer relations management. For this reason, Agency senior managers are authorized to use intervention strategies and provide staff support and emergency assistance to poor performer. Performance plans for responsible senior managers, program officers and business development specialists will require activities and accountability for this measure.

Efficiency Measure Objective

The project rating system is mandated by the Federal Register Notice, with concurrence from the U. S. Department of Commerce's Grants Officer. Each project must be evaluated based on the following performance rating measures: transaction dollars; new jobs created; annual gross receipts, administrative management and operational quality, including customer relations management. Minimum performance goals are identified for each measure. The efficiency measure, if implemented successfully, will reduce the number of unsatisfactory performing centers. Our objective is to have 80% or better of all funded projects performing at a satisfactory or higher level in 2006.

Quarterly Tracking

Electronic reports will be available each quarter to identify projects that did not obtain a satisfactory score for that period. Senior managers will respond to support any project deficiency using necessary business strategies to meet performance.

MBDA Historical Accomplishments during the George W. Bush Administration

Table 66

Performance Measures	FY 2001 Actual	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Actual	FY 2006 Target
Total Number of Clients receiving services	new	5,600	7,647	29,583	18,500	20,000
Number of Contract awards obtained	New	New	3,492	2,475	2,257	N/A
Dollar value of Contract awards obtained	\$1.6B	\$1.3B	\$.7B	\$1.0B	\$1.07 B	\$850 M
Number of Financial Awards obtained	1,155	1,512	539	679	483	N/A
Dollar Value of Financial Awards obtained	\$.6B	\$.4B	\$.4B	\$.6B	\$.602B	\$450 M
Number of employee training hours	New	9,817	9,874	7,446	7,175	N/A
Number of National and Regional Strategic Partnerships	New	6	6	231	231	200
Number of New Jobs Created	New	New	New	New	2,270	1,800
Percent Increase in Client Gross Receipts	New	New	New	New	+30%	5%
Percent Increase in American Customer Satisfaction Index	New	New	57	N/A	68 +13%	N/A

(N/A indicates that goals were retired)

MBDA programs have maintained a balanced level of performance in the last two years. Four measures have been retired and three new measures added to the national goals. Program allocations for cooperative agreements continue to decline. Management is seeking new efforts that will improve efficiency and continue to meet outcomes.

Table 67

MBDA Assistance by State
MBDC / NABDC and MBOC Performance as reported

State	NEC Region	MBEs Assisted	Hours of Assistance	No. of Financings	Value of Financings	No. of Contracts	Value of Contracts	Total Transactions	Jobs Created	State Rank
Australia	San Francisco	1	0	0	\$ 0.00 M	1	\$ 0.95 M	\$ 0.95 M	0	29
Burundi	San Francisco	1	5	0	\$ 0.00 M	0	\$ 0.00 M	\$ 0.00 M	0	--
Alabama	Atlanta	23	20	9	\$ 2.55 M	14	\$ 3.76 M	\$ 6.31 M	0	27
Alaska	San Francisco	2	128	0	\$ 0.00 M	0	\$ 0.00 M	\$ 0.00 M	0	--
Arizona	San Francisco	91	1,361	10	\$ 10.84 M	53	\$ 20.14 M	\$ 30.99 M	33	16
Arkansas	Dallas	2	1	0	\$ 0.00 M	1	\$ 0.00 M	\$ 0.00 M	0	--
California	San Francisco	530	3,564	47	\$ 61.72 M	516	\$ 109.87 M	\$ 171.59 M	171	2
Colorado	Dallas	1	1	0	\$ 0.00 M	0	\$ 0.00 M	\$ 0.00 M	0	--
District of Columbia	New York	30	59	8	\$ 3.22 M	45	\$ 4.21 M	\$ 7.43 M	0	26
Florida	Atlanta	220	1,929	23	\$ 14.80 M	31	\$ 70.12 M	\$ 84.92 M	32	7
Georgia	Atlanta	88	822	5	\$ 3.68 M	36	\$ 15.33 M	\$ 19.02 M	0	20
Hawaii	San Francisco	111	2,176	1	\$ 0.06 M	26	\$ 8.19 M	\$ 8.25 M	34	24
Idaho	San Francisco	3	22	0	\$ 0.00 M	0	\$ 0.00 M	\$ 0.00 M	0	--
Illinois	Chicago	59	404	5	\$ 27.60 M	5	\$ 22.22 M	\$ 49.82 M	45	10
Indiana	Chicago	32	1	9	\$ 0.79 M	32	\$ 20.74 M	\$ 21.54 M	0	19
Kentucky	Atlanta	1	1	0	\$ 0.00 M	0	\$ 0.00 M	\$ 0.00 M	0	--
Louisiana	Dallas	10	21	1	\$ 5.00 M	1	\$ 5.04 M	\$ 10.04 M	0	23
Maryland	New York	68	275	19	\$ 6.36 M	86	\$ 64.06 M	\$ 70.42 M	0	8
Michigan	Chicago	57	754	7	\$ 3.02 M	8	\$ 30.07 M	\$ 33.09 M	85	15
Minnesota	Chicago	77	1,198	1	\$ 0.00 M	9	\$ 7.61 M	\$ 7.61 M	0	25
Missouri	Chicago	1	54	0	\$ 0.00 M	0	\$ 0.00 M	\$ 0.00 M	0	--
Montana	Dallas	2	11	0	\$ 0.00 M	0	\$ 0.00 M	\$ 0.00 M	0	--
Nevada	San Francisco	3	26	0	\$ 0.00 M	0	\$ 0.00 M	\$ 0.00 M	0	--
New Jersey	New York	27	190	3	\$ 25.35 M	28	\$ 0.25 M	\$ 25.60 M	7	18
New Mexico	Dallas	269	3,398	17	\$ 63.59 M	59	\$ 60.68	\$ 124.27 M	178	4
New York	New York	182	751	14	\$ 59.15 M	202	\$ 53.15 M	\$ 112.30 M	81	6
North Carolina	Atlanta	327	2,659	45	\$ 13.33 M	132	\$ 33.01 M	\$ 46.34 M	482	11
North Dakota	Dallas	39	1,787	7	\$ 21.40 M	12	\$ 16.48 M	\$ 37.88 M	79	13
Ohio	Chicago	142	217	2	\$ 0.05 M	24	\$ 10.82 M	\$ 10.87 M	18	22
Oklahoma	Dallas	266	4,833	70	\$ 26.80 M	107	\$ 36.65 M	\$ 63.45 M	102	9
Oregon	San Francisco	7	98	0	\$ 0.00 M	2	\$ 5.46 M	\$ 5.46 M	0	28
Pennsylvania	New York	24	369	1	\$ 0.05 M	14	\$ 36.49 M	\$ 36.54 M	123	14
Puerto Rico	Atlanta	137	3,308	25	\$ 35.74 M	140	\$ 126.44 M	\$ 162.18 M	32	3
South Carolina	Atlanta	101	983	7	\$ 6.38 M	10	\$ 11.99 M	\$ 18.36 M	20	21

State	NEC Region	MBEs Assisted	Hours of Assistance	No. of Financings	Value of Financings	No. of Contracts	Value of Contracts	Total Transactions	Jobs Created	State Rank
South Dakota	Dallas	17	299	1	\$ 0.15 M	0	\$ 0.00 M	\$ 0.15 M	0	31
Tennessee	Atlanta	3	12	0	\$ 0.00 M	9	\$ 0.53 M	\$ 0.53 M	0	30
Texas	Dallas	927	8,941	56	\$ 22.43 M	218	\$ 97.88 M	\$ 120.31 M	439	5
Utah	Dallas	1	11	0	\$ 0.00 M	0	\$ 0.00 M	\$ 0.00 M	0	--
Vermont	New York	1	3	0	\$ 0.00 M	0	\$ 0.00 M	\$ 0.00 M	0	--
Virginia	New York	25	109	16	\$ 6.10 M	19	\$ 37.74 M	\$ 43.84 M	147	12
Washington	San Francisco	101	1,868	48	\$ 89.18 M	27	\$ 92.95 M	\$ 182.12 M	127	1
Wisconsin	Chicago	26	0	5	\$ 4.03 M	45	\$ 22.78 M	\$ 26.81 M	35	17

During FY 2005, MBDA funded 43 projects throughout the United States and Puerto Rico. In reviewing services, the states of Washington, California, New Mexico, Texas, New York and the Commonwealth of Puerto Rico had total transactions over \$100 million. (See state ranking above)

Likewise, Texas, California, North Carolina and Oklahoma assisted the most clients with Management and Technical Assistance. For the newly established performance measure “job creation”, North Carolina, Texas, New Mexico and California showed the highest returns.

Projects are funded to service either a statewide or a metropolitan statistical area. Often, minority clients from adjoining states and without a funded project, contact a BDC or MBOC looking for opportunities. Twelve states did not show any clients being assisted during FY 2005. Additional Agency funding can correct this.