

MBDA ANNUAL PERFORMANCE REPORT
FISCAL YEAR 2012

*A CATALYST
FOR GLOBAL
BUSINESS EXPANSION*

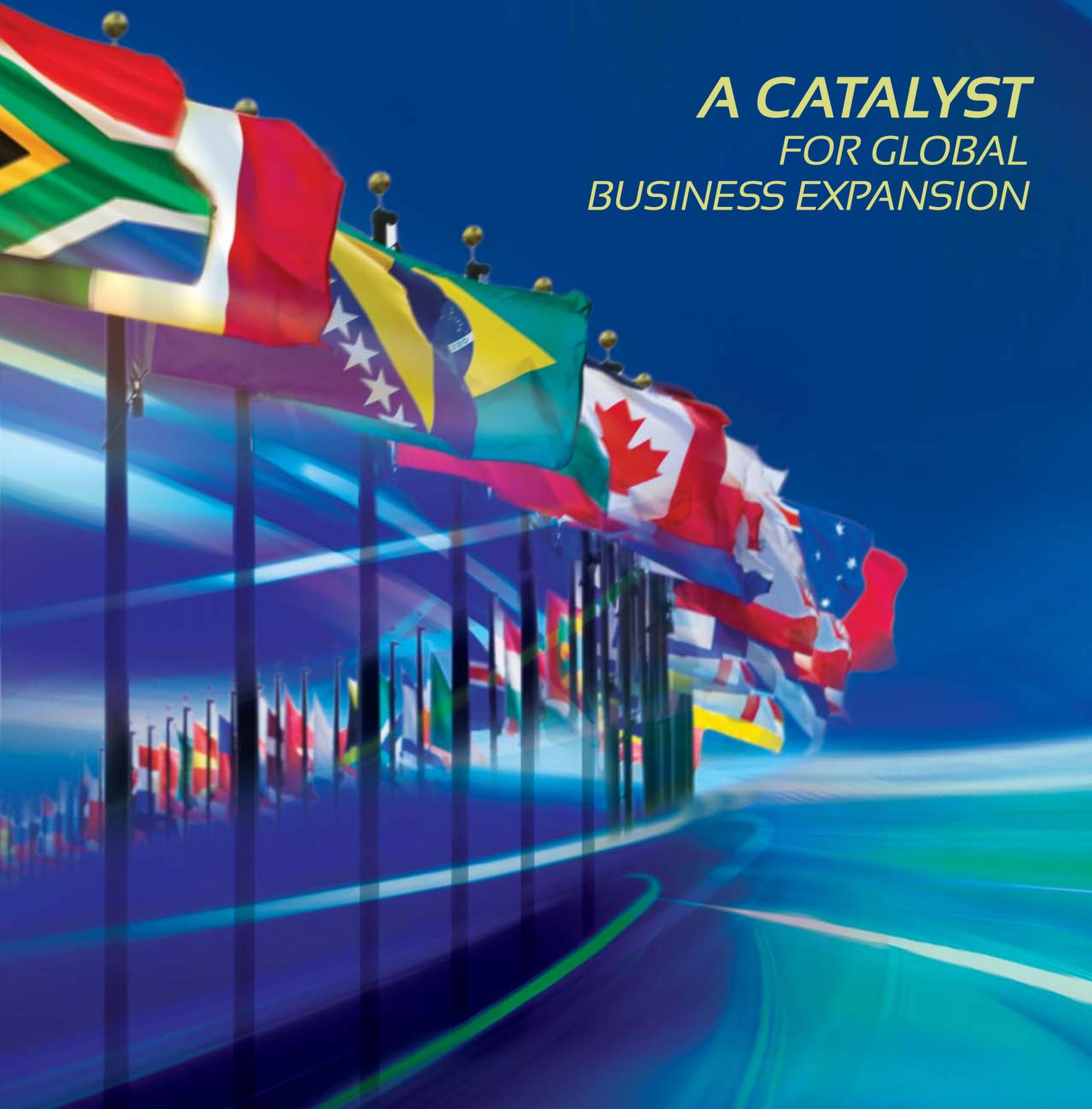


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MESSAGE TO THE NATION

It is with great pleasure that I present to you the fiscal year 2012 Annual Performance Report of the Minority Business Development Agency (MBDA). MBDA helps to create jobs by supporting the growth and global expansion of U.S. minority- and diaspora-owned businesses (“the Sector” or “MBDA target companies”). MBDA target companies are fast-growing, innovative, and represented in every industry sector in the United States. These companies contribute over \$1 trillion in annual economic output to the U.S. economy and according to the U.S. Census Bureau, directly account for nearly 6 million U.S. jobs. Moreover, these businesses lead the Nation in companies poised to export U.S. goods and services. With unique export capabilities, MBDA target companies are twice as likely to export as non-target companies and three times as likely to have international operations. Anecdotal evidence suggests that these companies may begin exporting earlier in their business cycle than non-Sector companies, and may be less likely to leave a foreign market during an economic downturn. (See page 21 for a more detailed overview of the global competitive advantages of MBDA target companies.) These and other factors continue to increase the relevance of MBDA as a critical Federal Government agency that supports the creation and retention of much needed jobs.

I am proud to report that fiscal year 2012 was another highly successful year for the Agency, the U.S. Department of Commerce, and the American people. In fiscal year 2012, MBDA helped create and retain 16,730 jobs, the highest level in the 44 year history of the Agency. This was achieved by helping MBDA clients obtain over \$3.6 billion in contracts and capital awards. Fiscal year 2012 anchors an Obama Administration total of \$14.6 billion in contracts and capital for MBDA clients, making this the highest 4-year performance in the history of the Agency. This performance represents a full 108 percent increase in contracts and capital awarded to MBDA clients over the prior 4-year period. I applaud our MBDA Business Center operators and staff for another year of outstanding performance.

Return on taxpayer investment, the Agency’s primary measure of internal operating efficiency, was 126x in fiscal year 2012. This remains above the average compared to the prior 4-year period, despite a more difficult economic period.



In fiscal year 2012, MBDA helped create and retain 16,730 jobs, the *highest level ever* recorded by the Agency.

MBDA job creation and retention results during the Obama Administration exceeded the prior 4-year period by **43 percent.**

In fiscal year 2012, MBDA completed an Agency-wide restructuring that began three years earlier. This restructuring allowed the Agency to centralize operations in Washington, DC and transition to a new operating model that is MBDA Business Center-focused and global in scope. The process of restructuring a Federal Government agency is both time-consuming and difficult, but it was achieved with minimal interruption to Agency operations. While certainly a team effort, this restructuring would not have been possible without the dedication and leadership of National Deputy Director Alejandra Castillo, Chief of Staff and Associate Director for Management, Edith McCloud, and Administrative Officer Roberto Lopez. I applaud them and their teams for this outstanding achievement.

Despite the challenges of the restructuring, the Agency was able to further expand its national footprint, launching new MBDA Business Centers in Anchorage, Alaska; Fresno, California; Santa Fe, New Mexico; Bismarck, North Dakota; Memphis, Tennessee; and Tulsa, Oklahoma.

MBDA completed the transition of our Atlanta MBDA Business Center into an Advanced Manufacturing and Healthcare Technology Specialty Business Center. In addition, the Agency increased its global support capability by executing a new alliance with the Export-Import Bank of the United States; and continued to provide strong support for Department of Commerce and White House initiatives, including the rebuilding efforts after Hurricane Sandy; the National Export Initiative; the Strong Cities, Strong Communities Initiative; and the Interagency Task Force on Small Business Contracting.

MBDA's tremendous success in fiscal year 2012, and over the last four years, would not have been possible without the commitment of the senior management team and staff. Fiscal year 2012 was a year of tremendous change for MBDA, allowing the Agency to lay a foundation for greater access to global markets and greater economic opportunities for all Americans.



David A. Hinson
National Director

INTRODUCTION

For 44 years, the Minority Business Development Agency (MBDA or “the Agency”) has led Federal Government efforts to provide focused support to a critical sector of the U.S. economy — privately held companies owned and operated by members of the Nation’s minority and diaspora* communities. These companies contribute to local economies and provide much needed jobs for Americans of all backgrounds and cultures. They operate in urban centers and rural communities. They create jobs in the chemical and advanced manufacturing facilities of Puerto Rico and in the agricultural belt of California. They operate in the energy service sectors of Alaska and North Dakota and the international trade hubs of Texas and Florida.

Currently exporting to over 60 nations, MBDA target companies have the skills and relationships that make them some of the most effective exporters in the U.S. economy. These companies are twice as likely to export, three times more likely to boast international operations, and six times more likely to transact business in a language other than English.^A Indeed, the future of U.S. exporting and the creation of export-related jobs will rely heavily on the ability of MBDA target companies to grow and prosper.

Supporting the Growth of Large and Medium-Sized Job Creating Companies

Contrary to the belief of some, companies within the minority and diaspora[†]-owned sector are not all small. Many have substantial private-market valuations and some generate well over a billion dollars in annual revenue. Hispanic-owned MasTech Corporation and Goya Foods, Alaska Native-owned Nana Development Corporation, and African American-owned Worldwide Technologies and Act1 are just a few of MBDA target companies that have achieved the billion dollar revenue level and many more are on the cusp of achieving this level of performance. In addition, regardless of size, MBDA target companies have been the source of significant job creation, innovation and entrepreneurship. From the original Bowflex[®] home exercise equipment (a former MBDA client) to many Silicon Valley technologies, Agency clients and target companies have contributed countless improvements and

conveniences to American life.

The minority- and diaspora-owned business sector is also growing at a phenomenal rate. According to the most recent data from the Census Bureau, the growth of minority-owned businesses outpaced non-minority counterparts in gross receipts, employees, and number of firms,^A while among women-owned businesses, Latina-owned firms are the fastest growing in terms of new business formation.



The original Bowflex[®] exercise equipment was developed by a former MBDA client.

Removing Impediments to Job Creation and Reducing the Wealth Gap

Despite the spectacular growth of the minority-owned and diaspora-owned business sector and its increasing contribution to the U.S. economy, many have failed to grasp its importance to the long-term economic security of America. Sector businesses still face unnecessary impediments to growth that limit their potential for new job creation. Studies show that MBDA target companies are less likely to obtain capital, whether debt, equity, or surety bonding, than non-Sector corporations.^J In addition, these companies are awarded far fewer contracts opportunities, whether public sector or private sector, than their company size, product offering, or management capability would suggest. This limits their ability to add economic value to the U.S. economy and their ability to help reduce the wealth gap. Given that the growth sector of U.S. companies is MBDA’s target sector, it is critical that the public and private sector work more closely together to ensure the value these companies bring to the U.S. economy is not constrained.

The Minority Business Development Agency exists to ensure this vital and thriving sector of the American economy operates on a level playing field so it can do its share to fuel the continued recovery of the American economy. This cannot happen until diverse businesses operate within an environment in which everyone benefits from playing by the same rules.

[†]The term diaspora is commonly defined as “any group that has been dispersed outside its traditional homeland.”

PERFORMANCE HIGHLIGHTS

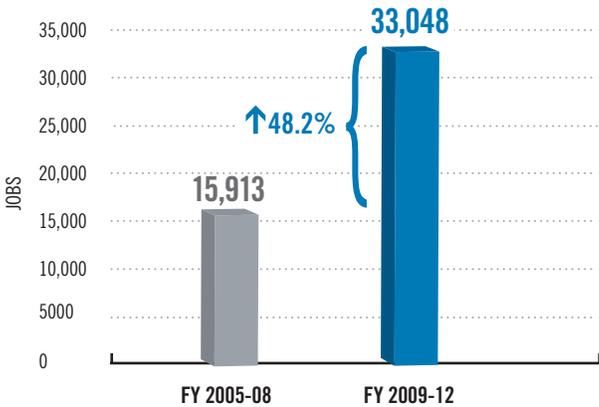
Contracts and capital are reported at face value and do not reflect multiplier effects or discounting. All reported contracts, financial transactions, and jobs created/retained are verified by MBDA headquarters staff.

MBDA performance data is maintained in the Agency's CRM and legacy databases and was retrieved for this report on January 25, 2013. Non-MBDA data sources are cited on page 89.

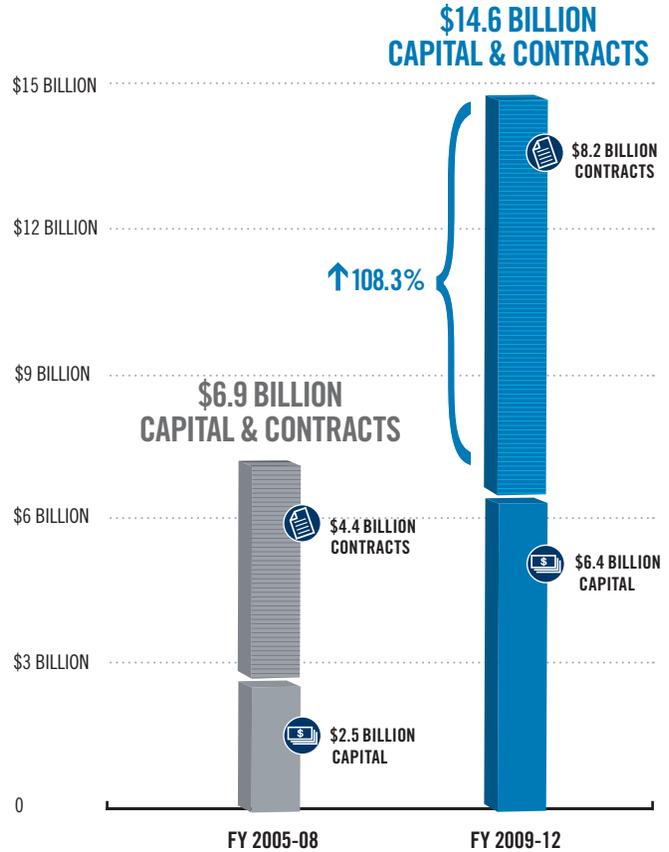
16,730[†]

FY 2012 JOBS CREATED AND RETAINED

JOBS CREATED AND RETAINED



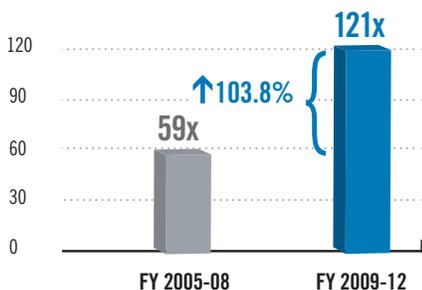
TOTAL CONTRACTS AND CAPITAL AWARDED



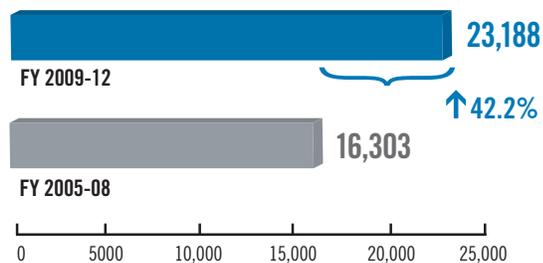
Nearly \$100 million in Export Transactions

Includes export transactions for FY 2011-12

AVERAGE RETURN ON INVESTMENT



NUMBER OF CLIENTS



In addition to clients served, MBDA reaches about 500,000 individuals each year through workshops, B2B events, webinars, newsletters, MED Week, national conferences, and more.

FY2012 CONTRACTS AND CAPITAL BY SECTOR SOURCE

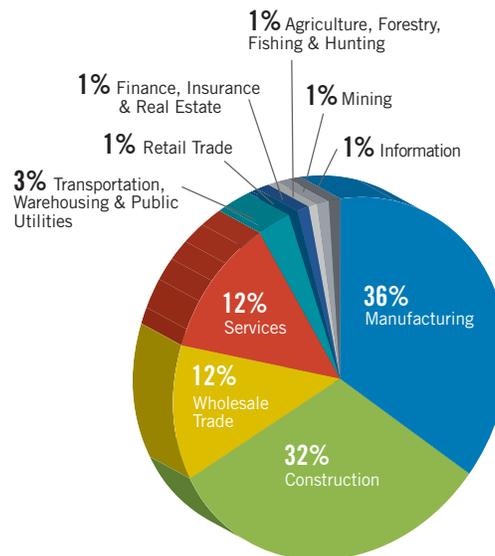
	PRIVATE	PUBLIC SECTOR			NOT DISCLOSED	TOTAL
		FEDERAL GOVERNMENT	STATE GOVERNMENT	LOCAL GOVERNMENT		
Dollar Value of Contracts	\$ 1,321,187,391	\$ 494,577,146	\$ 220,038,665	\$ 170,300,198	\$ 1,678,856	\$ 2,207,782,256
Dollar Value of Capital	\$ 1,249,061,949	\$ 101,704,125	\$ 11,962,775	\$ 13,189,728	\$ 774,000	\$ 1,376,692,577
TOTAL DOLLAR VALUE	\$ 2,570,249,340	\$ 596,281,271	\$ 232,001,440	\$ 83,489,926	\$ 2,452,856	\$ 3,584,474,834
Number of Contracts	878	286	62	128	20	1374
Number of Capital Transactions	823	75	14	10	2	924
TOTAL TRANSACTIONS	1701	361	76	138	22	2,298



For the first time, manufacturing represents the industry sector with the highest total value of contract awards.

FY 2012 CONTRACTS BY INDUSTRY

	AMOUNT
Agriculture, Forestry, Fishing and Hunting	\$ 13,421,259
Construction	699,876,860
Finance, Insurance & Real Estate	23,879,812
Information	15,878,017
Manufacturing	810,719,860
Mining	32,195,285
Retail Trade	23,449,496
Services	265,622,424
Transportation, Warehousing & Public Utilities	62,352,712
Wholesale Trade	260,386,431
TOTAL	\$ 2,207,782,256



* MBDA PERFORMANCE METRICS

Dollar value of contracts reflects the total dollar value of successfully awarded contracts and/or the total principal value of executed sales/delivery contracts of services/products/intellectual rights and/or other binding financial considerations secured by clients, with the assistance of MBDA.

Dollar value of capital represents the principal value of approved loans, equity financings, bonds, leases (property and equipment), and assets under management or other binding financial agreements secured by clients of the project, with the assistance of MBDA. Eligible financial transactions are those that have a specific dollar value, and which expand the client's capital base/operations, or produce some other direct commercial benefit for the client firm.

Jobs created and retained includes the number of new full-time and/or part-time positions reported on the client's payroll; AND positions MBDA clients would have eliminated without the contract and/or financing obtained with the help of MBDA.

Return on taxpayer investment is computed by dividing the total value of FY 2012 contracts and capital by the the Agency's FY 2012 appropriation of \$32.3 million.

MBDA Business Center Clients are businesses that have a formal client relationship with an MBDA Business Center executed by a signed client agreement. Not included, are businesses that MBDA advises through outreach, webinars, workshops, B2B events, MED Week, and other outreach and educational events.

PERFORMANCE BY ETHNIC BUSINESS COMMUNITY

MBDA was created to level the playing field for minority entrepreneurs so that America could benefit fully from the diverse backgrounds, experiences, and outlooks that this sector contributes to the Nation's economy. The Agency has empowered millions of businessmen and businesswomen to realize their entrepreneurial goals and create jobs that keep the country strong. The following information illustrates the impact that MBDA has had in four of the client communities it serves.

**America's 1.5 million
Asian American-owned
businesses generate
\$506 billion in economic
annual output.^A**

Asian American-Owned Businesses

In FY 2012, MBDA helped 1,630 Asian American-owned businesses access **\$268 MILLION** in contracts and capital. During the first term of the Obama Administration, MBDA assisted 2,399 Asian American-owned businesses in obtaining **\$523 MILLION** in contracts and capital — an 88 percent increase over the prior 4-year period.[†]

Quick Facts about the Asian American Business Community^A

- 1.5 million Asian American-owned firms in the U.S.
- 26 percent have paid employees (averaging 7 per firm), and average over \$1.1 million in annual receipts.
- 2.8 million jobs created by Asian American-owned businesses.
- Asian American community has \$508.6 billion in buying power nationwide.

Exports and Global Reach^C

- Asian American-owned firms that export average \$7.5 million in annual receipts, compared to their non-exporting counterparts who average \$327,000.
- Exports average 16 percent of total revenue for Asian American exporters, compared to 5.5 percent for all U.S. firms with exports.
- 6.8 percent of Asian American-owned firms export goods and services, compared to 3.2 percent of all U.S. firms.

Foxit Corporation Leads Industry in Document Solutions

Eugene Y. Xiong was determined to get a piece of the American dream despite an extremely limited command of the English language and even less understanding of U.S. small business financing. But against the odds and with assistance from MBDA, his company – Foxit Corporation – was born.



Today, the Foxit Corporation generates \$7 million in annual revenues and has offices in the U.S., China, Japan, Taiwan, Korea, and France. The company's global expansion was with the direct assistance of MBDA.

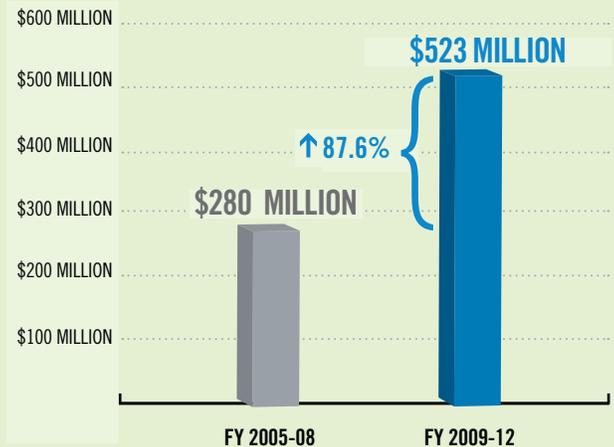
Xiong was referred to MBDA after failed attempts to obtain bank financing. "Our banker recommended MBDA to us," Xiong said. "MBDA continues to work with us on banking and financial services."

"When we were tight on cash flow, MBDA helped us find the right banking service and we got the right cash that we needed to grow our business," he said."

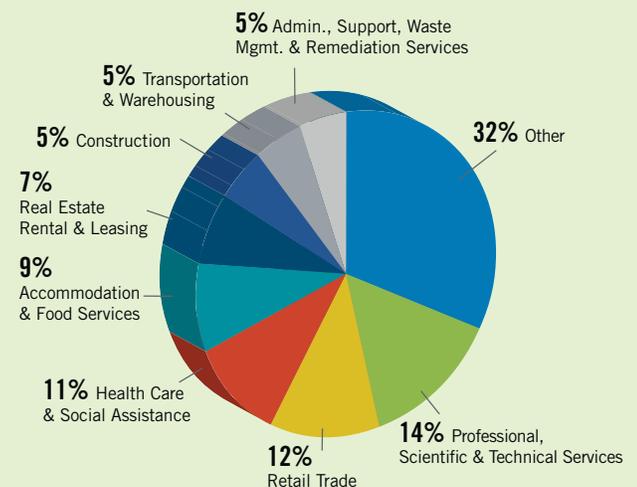
According to Xiong, Foxit Software Company is the industry leader in the OEM licensing of industrial standard electronic document solutions included in ISO 32000 PDF. In 2004, Foxit launched Foxit Reader, a small and fast PDF document viewer and Foxit's desktop software, Foxit PDF Editor. In addition to taking on Adobe, Xiong partnered with Amazon.com to develop pdf readers for Kindle devices.

88%
INCREASE
IN 4 YEARS[†]

FY 2012 CAPITAL AND CONTRACTS FOR ASIAN-AMERICAN OWNED FIRMS[†]



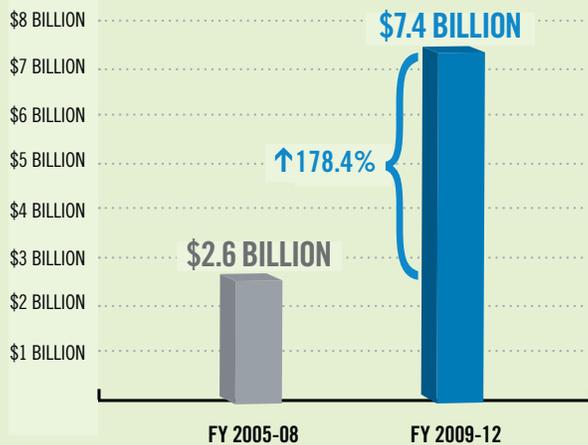
TOP INDUSTRIES OF ASIAN AMERICAN-OWNED FIRMS^A



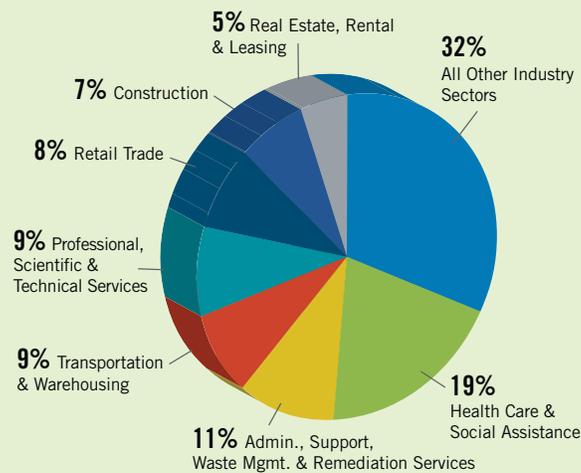
2.8 MILLION JOBS
CREATED BY ASIAN AMERICAN-OWNED BUSINESSES

**178%
INCREASE
IN 4 YEARS†**

FY 2012 CAPITAL AND CONTRACTS FOR AFRICAN AMERICAN-OWNED FIRMS†



TOP INDUSTRIES OF AFRICAN AMERICAN-OWNED FIRMS^A



African American-Owned Businesses

In FY 2012, MBDA helped 1,438 African American-owned businesses access **\$1.8 BILLION** in contracts and capital. During the first term of the Obama Administration, MBDA assisted 8,656 African American-owned businesses in obtaining **\$7.4 BILLION** in contracts and capital — a 178 percent increase over the prior 4-year period.†

Quick Facts About the African American Business Community^A

- 1.9 million African American-owned firms in the U.S.
- 6 percent have paid employees (averaging 9 per firm), and over \$911,000 in annual receipts
- This sector generates \$136 billion in annual economic output
- 910,000 jobs created by African American-owned businesses

Exports and Global Reach^C

- African American-owned firms that export an average \$8.1 million in annual receipts, compared to their non-exporting counterparts who average \$64,000.
- Exports represent an average of 5.1 percent of total revenue for African American-owned exporting companies, compared to 3.2 percent for all U.S. firms with exports.

MBDA Client on the Fast Track for High Speed Rail Contracts

To look at MBDA client Enviro AgScience Corporation's sprawling 12-acre campus in Columbia, South Carolina, it may be hard to believe that this African American-owned business started as a commercial lawn care company.

Founded by Dr. Louis B. Lynn in 1985, ENVIRO now offers prime contracting, general construction, and construction management, in addition to large-scale commercial landscaping. Although ENVIRO is a client of the Columbia MBDA Business Center, Dr. Lynn recently took advantage of MBDA's integrated network by working with the Atlanta MBDA Business Center to expand into Georgia markets.

Dr. Lynn is now preparing for contracting opportunities with the California High Speed Rail project. "I never imagined when I started my business almost 30 years ago that it would grow like it has," says Dr. Lynn.



“With the help of MBDA, I’ve been able to grow from a local business with two employees to a nationwide contractor and construction enterprise that employs over 95 people.”

– Dr. Louis B. Lynn
Owner, ENVIRO AgScience

Hispanic American-Owned Businesses

In FY 2012, MBDA helped 1,113 Hispanic American-owned businesses access **\$866 MILLION** in contracts and capital. During the first term of the Obama Administration, MBDA assisted 6,305 Hispanic American-owned businesses in obtaining **\$4.4 BILLION** in contracts and capital — an 86 percent increase over the prior 4-year period.[†]

Quick Facts about the Hispanic American Business Community^A

- 2.6 million Hispanic American-owned firms in the U.S.
- 11 percent have paid employees (averaging 8 per firm), and over \$1.1 million in annual receipts
- This sector generates \$351 billion in annual economic output
- 1.9 million jobs created by Hispanic American-owned businesses

Exports and Global Reach^C

- Hispanic American-owned firms that export average \$2.3 million in annual receipts, compared to their non-exporting counterparts who average \$124,000.
- Exports average 5.5 percent of total revenue for Hispanic American-owned firms that export, compared to 3.2 percent for all U.S. firms that export.
- 7.2 percent of Hispanic American-owned firms export goods and services, compared to 3.2 percent of all U.S. firms.

MBDA Client with 100% Revenue from Exports

TIG/m, a California railcar manufacturer, generates 100 percent of its revenue from exports. The company was founded by Alvaro Villa, who came to the U.S. as a teenager. He started TIG/m after a career with Disney where he specialized in robotics. With his first entrepreneurial endeavor, AVG Productions, Mr. Villa established a reputation for quality robotic amusement rides and attractions. As trains are an integral part of most amusement park attractions, his transition to railcars came quite naturally.

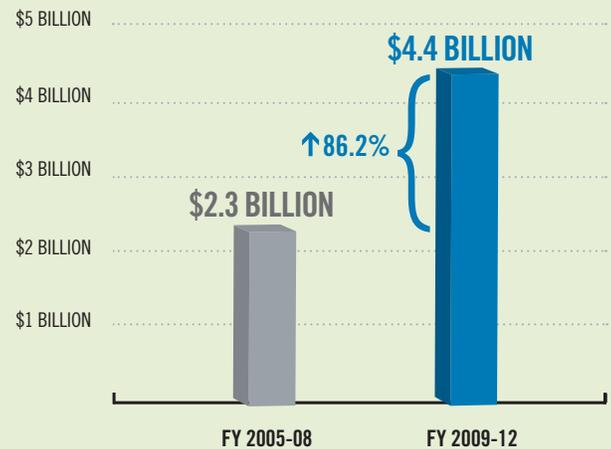
Having started his first company in a workshop about the size of a two-car garage, Mr. Villa now oversees railcar production at his 40-thousand square complex amid the rolling hills near Valencia, California. With a reputation for quality and authenticity, and being one of few remaining railcar manufacturers in the U.S., his plant is regularly visited by transit officials and organizations such as the American Public Transit Association.



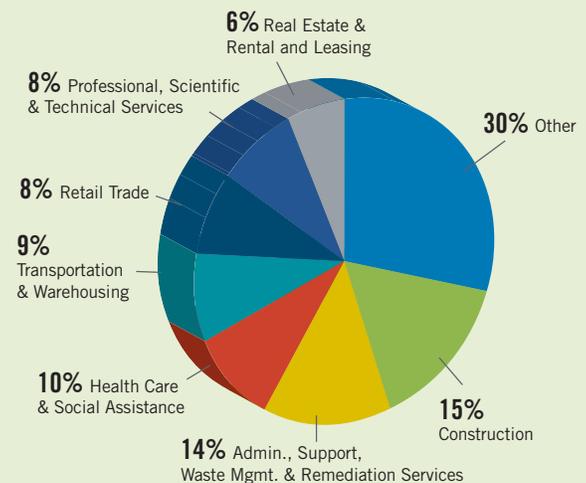
TIG/m began 2012 with about \$1 million in annual revenue, which tripled in 2013 as a result of contracts to build four railcars for Aruba that he won with the assistance of MBDA.

86%
INCREASE
IN 4 YEARS[†]

FY 2012 CAPITAL AND CONTRACTS FOR HISPANIC-AMERICAN FIRMS[†]



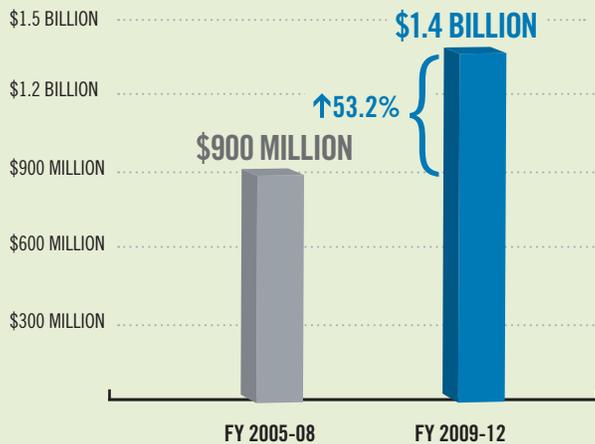
TOP INDUSTRIES OF HISPANIC AMERICAN-OWNED FIRMS^A



\$351 BILLION
IN ANNUAL ECONOMIC OUTPUT

**53%
INCREASE
IN 4 YEARS[†]**

FY 2012 CAPITAL AND CONTRACTS FOR NATIVE AMERICAN-OWNED FIRMS[†]



TOP INDUSTRIES OF NATIVE AMERICAN FIRMS^A



Native American-Owned Businesses

In FY 2012, MBDA helped 868 Native American-owned businesses access \$320 MILLION in contracts and capital. During the first term of the Obama Administration, MBDA assisted 2,850 Native American-owned businesses in obtaining \$1.4 BILLION in contracts and capital — a 53 percent increase over the prior 4-year period.[†]

Quick Facts about the Native American Business Community^A

- 236,000 Native American-owned firms in the U.S.
- 10 percent have paid employees (averaging 8 per firm), and over \$1.2 million in annual receipts
- This sector generates \$34.4 billion in annual economic output
- 185,000 jobs created by Native American-owned businesses

Exports and Global Reach^C

- Native American-owned firms with exports average \$9.7 million in annual receipts, compared to their non-exporting counterparts who average \$128,000.
- Exports average 2.9 percent of total revenue for Native American exporters.

MBDA Uses Expertise to Assist Bering Straits Native Corporation

The Bering Straits Native Corporation (BSNC) was formed in 1972 as the regional Alaska Native Corporation for 6,333 original shareholders in the Seward Peninsula and the coastal lands of Alaska's eastern Norton Sound. Today, the BSNC operates 17 companies, which include professional services (engineering, project management, logistics, etc.), construction, mining, and tourism. Many of BSNC's companies provide services to the U.S. Government, which prompted them to seek assistance from MBDA.

The Anchorage MBDA Business Center used its expertise in Federal Government contracting to provide BSNC with extensive research on active and awarded contracting opportunities and an analysis of its competitors to develop a comprehensive bid strategy. In FY 2012, MBDA assistance enabled BSNC to win a \$1.3 million contract from the U.S. Navy for custom computer programming services.

“The Anchorage MBDA Business Center services provided to native corporations and other entities that need access to contracts, capital, and strategic management consulting are hugely beneficial to companies like ours.”

— Gail Schubert
President and CEO of Bering

INCREASING SERVICES FOR MBDA CLIENTS

MBDA has doubled its efforts to assist Sector businesses by providing access to the financing and markets they need to expand their businesses.

**In FY 2012, six new
MBDA Business Centers
were opened. Coupled
with expanded coverage
at existing locations,
the Agency served over
5,740 firms in FY 2012.**

In FY 2012, the Agency increased client services by adding new MBDA Business Centers, expanding coverage at select MBDA Business Centers, and providing specialty expertise nationwide.

Expanded Service Locations for Sector Companies

During FY 2012, the Agency grew its network of MBDA Business Centers by opening locations in: Anchorage, Alaska; Fresno, California; Santa Fe, New Mexico; Bismarck, North Dakota; Tulsa, Oklahoma; and Memphis, Tennessee. The opening of these Centers also signaled the completion of the Agency's consolidation of three distinct programs into a single, nationally networked program.

The new program eliminates geographic boundaries, giving clients the opportunity to seek support from any MBDA Business Center they choose and offers expertise in specific industries and export markets. For example, while five of the new Business Centers were launched to serve the high concentration of Native American and Alaska Native firms in their respective areas, they are now available to serve businesses owned and operated by MBDA target companies across the nation.

The Agency also provided additional funding to five existing MBDA Business Centers to serve additional geographic regions.

- **Boston, Massachusetts** expanded its operations to serve clients in Bridgeport, CT, and extended target outreach to Native American-owned firms in the Northeast;
- **Chicago, Illinois** expanded its reach to serve clients in St. Louis, MO;
- **Phoenix, Arizona** began conducting focused outreach to Native American-owned businesses in Arizona and southern California;
- **San Juan, Puerto Rico** expanded its operation to provide more service throughout the island; and
- **San Jose, California** expanded its services to clients in San Francisco, CA.

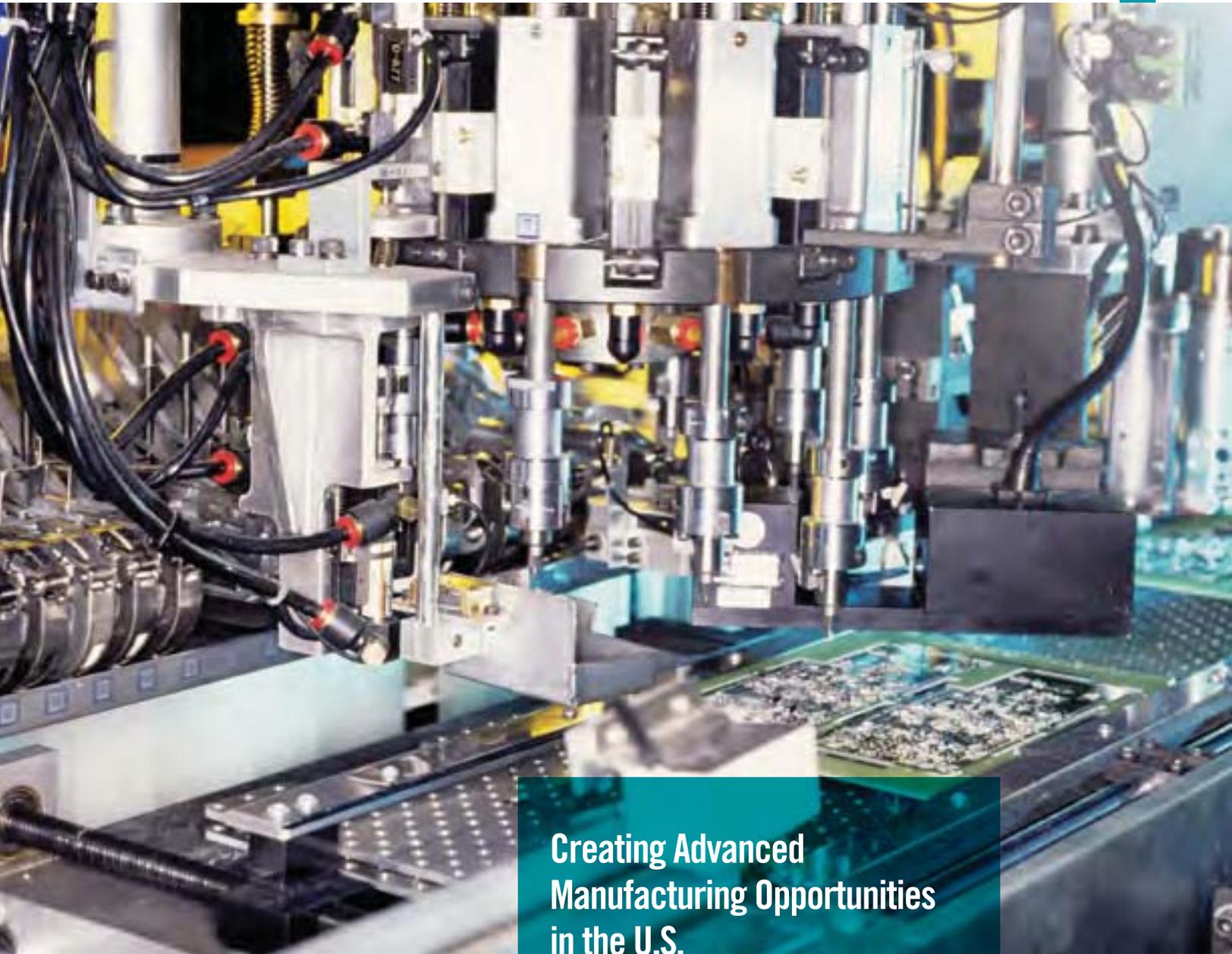
Industry-Specific Support for Sector Companies

To be more responsive to client needs, MBDA is systematically reorganizing the MBDA Business Center network to include an increasing number of specialty centers capable of providing targeted, industry-specific support services. In this way, all companies within an industry sector can now work through one center and obtain services that have a unique industry focus.

The Atlanta MBDA Business Center has transformed to serve as the MBDA Advanced Manufacturing and Healthcare Technology Business Center, attracting clients involved in healthcare, information technology, and advanced manufacturing, by leveraging the capabilities that exist at its location, Georgia Institute of Technology. In FY 2012, 37 percent of MBDA contract awards were in the manufacturing industry sector. The Atlanta MBDA



BOSTON, MASSACHUSETTS expanded its operations to serve clients in Bridgeport, CT, and extended target outreach activities to Native American-owned firms in the northeast.



Creating Advanced Manufacturing Opportunities in the U.S.

Business Center now has the resources to assist businesses around the country as they expand in the advanced manufacturing and healthcare technology industries.

MBDA has an export-focused Support Business Center located on the campus of the University of Texas San Antonio. Located in Washington, DC, the Federal Procurement Center is designed to assist MBDA target companies that seek to enter the world of federal and state government contracting. Plans are in place to add several new specialty business centers in the coming years.

“Advanced manufacturing” is a family of activities that (a) depend on the use and coordination of information, automation, computation, software, sensing, and networking, and/or (b) make use of cutting edge materials and emerging capabilities enabled by the physical and biological sciences, for example nanotechnology, chemistry, and biology. This involves both new ways to manufacture existing products, and especially the manufacture of new products emerging from new advanced technologies.

Advanced manufacturing is not limited to emerging technologies; rather, it is composed of efficient, productive, highly integrated, tightly controlled processes across a spectrum of globally competitive U.S. manufacturers and suppliers.

LEVERAGING BUSINESS COMMUNITY PARTNERSHIPS

MBDA provides visibility and access for Sector businesses by partnering with private businesses, industry coalitions, and government agencies at the federal, state, and local levels. These efforts resulted in valuable opportunities for MBDA clients in FY 2012.

MBDA target companies, including those in the healthcare sector, contribute more than 6 MILLION jobs and over \$1 TRILLION in annual economic output to the U.S. economy.^A

MBDA has improved access to healthcare supply chains and a mega-project in California.

MBDA Supports the Growth of U.S. Healthcare Companies

In the United States, healthcare is a \$2.7 trillion industry that has steadily grown at an average annual rate of 4 percent since 1960.^c It also represents one of the top industry sectors for MBDA target companies with over 13 percent in the Healthcare and Social Assistance sector. In December of 2012, MBDA and the Healthcare Supplier Diversity Alliance (HSDA) entered into a memorandum of understanding (MOU). This MOU established a partnership to increase access to healthcare procurement opportunities and to serve as a pathway to supply chains of global healthcare corporations. Additional components of the MOU include participation in the HSDA's Executive Healthcare Certificate Program facilitated in partnership with Rutgers University's Center for Management Development and Novation, a health care supply chain contractor. The program also enables MBDA healthcare industry clients to attend the annual Owens & Minor Supplier Diversity Symposium to network with healthcare supply chain executives and procurement decision makers.

MBDA joins HSDA in promoting the immense value of healthcare supplier diversity, building a stable platform for education, and expanding opportunities for minority-owned businesses. This partnership exemplifies the commitment of the Obama Administration, the Department of Commerce, and MBDA to create greater access for MBDA target companies in emerging and high-growth sectors of the healthcare industry.

Greater Resources for Transportation Infrastructure Companies

On behalf of MBDA target clients in the infrastructure and building sectors, the Agency is participating in large-scale infrastructure projects, or "mega-projects." These projects are substantial job creators and infuse significant economic activity into their communities. An example of a mega-project is



Pictured (left to right): **Kevin Price**, Treasurer, HSDA; **Martin Ezemma**, Business Development Specialist, MBDA; **David A. Hinson**, National Director, MBDA

the California High Speed Rail Project (CHSR), which is projected to cost upwards of \$68 billion and will create tens of thousands of new jobs in constructing and maintaining the system.

MBDA was on the ground from day one to ensure that MBDA target companies have access to contracting opportunities that will result from the CHSR. The Agency, along with a host of strategic partners, successfully secured a commitment for 30 percent of all contracts to be awarded to small/minority/women-owned firms. This will ensure the broadest economic impact and highest level of job creation. MBDA National Deputy Director Alejandra Castillo, in coordination with Project Directors Daniel Sieu, Alejandro Serrudo, and David Mendoza from the Riverside, San Jose, and Fresno MBDA Business Centers, worked closely with the five CHSR prime contractors: California Backbone Builders, California High-Speed Rail Partners, California High-Speed Ventures, Dragados-Samsung-Pulice, and Tutor Perini-Zachry-Parsons, to ensure that minority-owned firms are in an equal position as other providers to compete for and win CHSR contracting opportunities.



Pictured (left to right): **Mark McComas**, MBDA Business Development Specialist, **Alejandra Y. Castillo**, MBDA National Deputy Director; **Paul Pendergast**, SBE/DBE Participation Program Manager Transbay Transit Center Project, San Francisco, California



Making the Business Environment More Hospitable for MBDA Clients

Under the leadership of **Mark Hoplamazian**, President and CEO, Hyatt Hotels Corporation, and **Janice Savin Williams**, Co-Founder, The Williams Capital Group, the NACMBE is addressing the gap in revenue between sector and non-sector firms. Their experience with international corporate operations and traditional and non-traditional financing options for business expansion is an asset to the Secretary of Commerce.

Pictured: **Mark Hoplamazian**, Chair, National Advisory Council on Minority Business Enterprise, **Dr. Rebecca Blank**, Acting Secretary, U.S. Department of Commerce, **Janice Savin Williams**, Vice Chair, National Advisory Council on Minority Business Enterprise, **David A. Hinson**, National Director, Minority Business Development Agency

MBDA Strengthens Relationship with OPIC to Support Greater Export Activity

The Overseas Private Investment Corporation (OPIC) works with the private sector to help U.S. businesses gain footholds in emerging markets and to create export-related jobs. OPIC provides investors with financing, guarantees, political risk insurance, and support for private equity investment funds.

For many years MBDA has worked closely with OPIC to connect its clients with the resources offered by OPIC. MBDA formalized its longstanding relationship with OPIC through a memorandum of understanding (MOU) to jointly promote projects that increase the opportunities for MBDA clients to make use of OPIC products, increase OPIC's outreach to minority-owned businesses, and increase minority participation in OPIC's programs. Given the connection that the Agency's diaspora-owned businesses already have in their former countries, OPIC delivers the resources and protection necessary to reduce the risk of overseas operations.

National Business Leaders Develop Policy Recommendations to Strengthen Minority-Owned Businesses

The National Advisory Council on Minority Business Enterprise (NACMBE) was established in 2011 to advise the Secretary of Commerce on key issues pertaining to the growth and competitiveness of the Nation's minority-owned businesses as defined in Executive Order 11625 and 15 C.F.R. § 1400.1. Specifically, they provide advice and recommendations on a broad range of policy issues that affect minority-owned businesses and their ability to successfully access domestic and global markets, such as:

- methods for increasing jobs in the health care, manufacturing, technology, and "green" industries;
- global and domestic business opportunities, challenges and constraints;
- identifying and leveraging pools of capital for minority-owned and diaspora-owned businesses;
- accuracy, availability and frequency of economic data concerning MBDA target businesses; and,
- methods for increasing global transactions with entities such as the Export-Import Bank of the United States, the Overseas Private Investment Corporation and the International Monetary Fund among others.

The NACMBE is composed of 24 distinguished members from Fortune 500 corporations, the minority business community, business-focused non-profits and academia. These individuals were appointed by the Secretary of Commerce and are recognized leaders in their respective fields.

Congressional and Intergovernmental Relations Expand

In FY 2012, MBDA maintained an active presence on Capitol Hill and worked extensively with state and local officials to promote the job creation potential of minority-owned firms. MBDA met with numerous Members of Congress promoting the performance of the MBDA Business Center network as well as the opening of new centers. In particular, MBDA was pleased to have U.S. Rep. Steve Cohen (TN-09) present at the launch of the Memphis MBDA Business Center.

Recognizing the impact of state and municipal

policies on businesses, MBDA maintains strong working relationships with groups such as the National Conference of State Legislators, U.S. Conference of Mayors, National Black Caucus of State Legislators, and the National Governors Association.

Increased Access to Capital through the Export-Import Bank of the United States

MBDA and the Export-Import Bank of the United States (Ex-Im Bank) announced a Global Outreach Alliance to increase access to capital for Sector-owned firms and encourage the participation of MBDA target companies in international markets. The agreement formalized an inter-agency partnership for providing substantial support to minority-owned firms and renewed a joint commitment to increase export revenues of a business sector that has the most favorable export attributes of any sector of the U.S. economy.

More than 85 percent of the Ex-Im Bank's transactions in recent years have been with U.S. small businesses. During FY 2012, the Ex-Im Bank authorized a historically high \$838 million to support exports by 685 U.S. medium-sized and small businesses owned by minorities and women.

White House Engagement for Greater Access to Sector Companies

MBDA continued its work with the White House Business Council, which was formed by President Obama to obtain feedback directly from the Nation's business owners on what the



Seamless Access to Government Resources

BusinessUSA discover · connect · grow **SELECTUSA**

Most entrepreneurs know that there are government programs available to help them start and grow their businesses, but very few can name the myriad of programs and types of assistance. In order to help MBDA target companies and other businesses find and utilize the resources available, the Agency helped design and launch two multi-agency websites — SelectUSA and BusinessUSA.

SelectUSA helps foreign businesses understand the value of investing and doing business in the U.S.

BusinessUSA is a one-stop Internet portal that features Federal, state and local programs and resources for U.S. businesses to discover and connect with government resources that can help them grow.



NATIONAL ADVISORY COUNCIL ON MINORITY BUSINESS ENTERPRISES: (From left to right) **Chris Melvin**, Melvin & Company; **Janice Savin-Williams**, Williams Capital Group; **Michael Schell**, Alcoa; **David Segura**, Vision IT, Inc.; **Mark Hoplamajian**, Global Hyatt Corp; **Paul Hsu**, HSU Enterprise Group; **Chilling Tong**, International Leadership Foundation; **Elizabeth Plaza**, Pharma Bio-Serv; **David A. Hinson**, National Director, Minority Business Development Agency; **Purnima Voria**, National U.S. India Chamber of Commerce; **Jean Baderschneider**, Exxon Mobil; **Richard Rizzo**, Perini Building Company; **William Von Hoene**, Exelon; **Javier Palomarez**, U.S. Hispanic Chamber of Commerce; **Anthony Jimenez**, MicroTech; **John Harris II**, Raytheon Technical Services.
Not shown: **Lamae Allen-DeJongh**, Accenture; **Ash Luthra**, LSL Industries, Inc.; **Jose Mas**, MasTec, Inc.; **Alicia Robb**, Kauffman Foundation; **Roy Roberts**, Alliance of Professionals & Consultants; **Ed Sanchez**, Lopez Foods, Inc.; **Jim Sinegal**, Costco (retired); **Shelly Stewart, Jr.**, Tyco International; **Joset B. Wright**, National Minority Supplier Development Council

Administration can do to create new jobs and to ensure businesses are aware of the programs and resources available through the Federal Government. In July 2012, MBDA National Director David A. Hinson hosted a White House Business Council Forum on *Business in Indian Country*. Acting Secretary of Commerce Rebecca Blank was a key participant and engaged in extensive dialogue with representatives of tribal governments, Native American and Alaska Native business owners. Dr. Blank addressed three core challenges identified by forum participants—preparing and retaining future leaders and entrepreneurs; raising capital for emerging businesses; and finding domestic and international markets for tribal commodities such as natural resources and agricultural products. In addition, Reta Jo Lewis, Special Representative, Global Intergovernmental Affairs, U.S. Department of State, offered expert guidance on business expansion through exports.

MBDA continues to work with Native American and Alaska Native representatives to develop specific programs that address these challenges.

Minority Enterprise Development Week Celebrates 30 Years

The National Minority Enterprise Development (MED) Week Conference has set the standard as the premier event for minority entrepreneurs, business owners, and advocates. In December, MED Week celebrated its milestone 30th Anniversary with one of the most successful events in the history of the conference.

The event was attended by nearly 1,300 individuals representing a broad range of industries from across the globe. In the State of Commerce Address, Acting Secretary of Commerce Rebecca Blank opened the conference with inspirational remarks on the growth of the economy and highlighted the crucial role that minority-owned



Michael Strautmanis, a White House Senior Advisor, speaks to MED Week 30th Anniversary attendees.



His Excellency Mauro Vieira, Ambassador of Brazil to the United States and **Joann Hill**, 30th Anniversary MED Week Conference Manager at a reception event hosted by the Inter-American Development Bank and the Brazilian Embassy.

businesses play in exporting and job creation.

The conference enabled attendees to delve into industry-focused topics, including advanced manufacturing, government contracting, mergers and acquisitions, and global emerging markets. Conference attendees also had access to MBDA's signature Business-to-Business Expo and one-on-one business matchmaking sessions from public and private sector

\$30 BILLION
IN CONTRACTING OPPORTUNITIES
AT MBDA BUSINESS-TO-BUSINESS EXPO

IMPLEMENTING A *GLOBAL STRATEGY* FOR MBDA AND ITS CLIENTS

For 44 years, MBDA has been a catalyst for private sector job creation through businesses focused on domestic operations in the United States. Today, many of the Agency's clients create and preserve American jobs by exporting products and services around the world. To better support those clients, MBDA has developed a Global Business Strategy which serves as the foundation of a new and exciting direction for the Agency.

MBDA plans to double its impact on job creation and retention over the next five years by generating over \$1 BILLION in international contract opportunities for target companies.



In FY 2013 and forward, MBDA will maintain *jobs created and retained* by clients as its key measurement of performance. However, a new Agency goal will focus on creating and retaining those jobs by generating international contract opportunities.

9.8 MILLION
U.S. JOBS ARE SUPPORTED
BY EXPORTS^D



MBDA Global Business Development Activity

MBDA works to increase export opportunities for Sector firms in the following countries



The strategic decision to establish a global focus for the Agency was driven by a number of key factors:

Outstanding Export Capabilities of MBDA Target Clients

MBDA's target clients possess the best export capabilities of any sector of the U.S. economy. According to the U.S. Census Bureau and other statistical data, MBDA target clients are:^A

- Twice as likely to export as non-sector companies
- Three times as likely to have international operations
- Six times as likely to transact business in a language other than English
- Export leaders in 14 of 19 key industry sectors

Over the past three years, MBDA has experienced an increase in client requests for assistance with exporting, which was a key factor for our new global focus. Because many minority-owned and diaspora-owned businesses have familial, personal and businesses relationships in foreign countries, providing export assistance has high returns for the U.S. In addition, with the other competitive advantages MBDA target companies have in exporting such as cultural knowledge, knowledge of local business practices and access to asymmetric market opportunities, export assistance provided to MBDA target clients represents a tremendous value add to the U.S. economy.

Strong Business Case Management Skills

MBDA has demonstrated some of the strongest business case management skills of any entity in the Federal Government. The Agency has four decades of experience working with individual companies and seasoned senior management teams. In addition, the Agency has an internal culture based on executing and verifying contract and capital transactions. The Agency also possesses a solid track record of superior performance. Export support services fit well within the Agency's skill set.

Competitive Advantages of MBDA Target Companies in a Changing Global Landscape

MBDA represents a sector of the economy with unique advantages in the global marketplace. Many of these advantages are well documented:

President Obama Speaks at President's Export Council Meeting



National Export Initiative

President Obama announced the National Export Initiative in his 2010 State of the Union address and set the ambitious goal of doubling U.S. exports by the end of 2014 to support millions of jobs here at home. Helping U.S. companies become more competitive internationally is a critical step to "winning the future."

With 95 percent of the world's consumers living outside our borders and the International Monetary Fund forecasting that nearly 87 percent of world economic growth over the next five years will take place outside of the United States, U.S. businesses seeking their next customer should consider exporting their goods and services.

The decision to export is one made by an increasing number of U.S. business owners, entrepreneurs, and farmers on a daily basis. Once they decide to export, U.S. companies, particularly medium-sized and small enterprises, often face hurdles when trying to close an export sale. Lack of available information about exporting, scarce market research, challenges obtaining export financing, strong competition from foreign companies and obstacles thrown up by foreign governments conspire to thwart efforts of U.S. businesses to establish a foothold and grow in foreign markets. These are obstacles that the Federal Government is well-positioned to help them overcome.

- Cultural knowledge and cultural sensitivity to a home country or region which allows for easier market entry;
- Language capabilities that allow for direct and intimate communication with prospective business partners;
- Existing family relationships that allow for easier access to critical market intelligence;
- Deep understanding of local or regional business practices that reduce the risk of mistakes, misunderstandings or poor sequencing within the business development process; and
- A general comfort with operating in a global environment that allows for greater discernment of business risk versus market risk.

MBDA Market Entry Strategies

To maximize the competitive advantages of MBDA's target clients, the Agency intends to use three primary market-entry strategies to support new job creation through exporting:

1 STRATEGIC ACCESS



MBDA will assist export-focused clients with gaining an entrée to the markets of their choice by helping them navigate the myriad of U.S. Government programs and resources, while leveraging partnerships and memoranda of understanding with agencies, such as the International Trade Administration and the Export-Import Bank. This will create efficiency in their market-entry process by connecting Agency clients with the full range of export support services offered by the Federal Government.

2 FOLLOW YOUR CLIENT



A subset of MBDA clients are members of the supply chains of the largest multinational corporations and domestic corporations who are preparing to export. MBDA is partnering with multinationals and others with global supply chains to consider U.S. domestic suppliers in their non-U.S. supply chains. By following their domestic clients abroad, MBDA target clients will have an easier opportunity to develop a foothold in their new markets.

3 ASYMMETRIC COMPETITIVE ACCESS



Asymmetric competitive advantages offer relatively brief windows of economic opportunity based on experiential attachment or shared history. These opportunities promise significant rewards for businesses that are positioned to act quickly. MBDA has identified a number of markets in which this market entry strategy is feasible. Two examples are South Africa and Brazil.

ACCELERATING ECONOMIC RECOVERY THROUGH EXPORTS

Build it here. Sell it everywhere.

In order to fulfill its mission, MBDA works just as hard to pave the way for sector businesses in foreign markets as it does to connect them with resources in the U.S. The Agency promotes the interests of its clients in meetings with governments around the world, and alerts clients to opportunities that may only be available for a limited time.

According to the World Bank, Africa's GDP totaled approximately \$1.25 trillion in 2011,^E and six of the 10 fastest growing economies in the world are located there.



The best way to understand how MBDA paves the way to global markets for its clients is to look at examples from a few countries around the world.



Brazil

As part of the Agency's ongoing global efforts, National Director Hinson traveled to Brasilia and Sao Paulo to meet with senior government officials and key business leaders in August of 2012. The purpose of his trip was to discuss how U.S. firms can take greater advantage of commercial opportunities in Brazil as a result of the upcoming World Cup and Olympics. The visit was held in conjunction with the technical meeting of the U.S.-Brazil Joint Action Plan, a high-level bilateral initiative led by the U.S. Department of State. The initiative seeks to foster greater involvement of the Afro-Brazilian community in the vast economic opportunities that exist throughout the country. Director Hinson has since developed an innovative framework for greater collaboration between the Department of Commerce and the Government of Brazil, designed to lead to greater market access for MBDA clients and export-ready firms.

Hosted by the Brazilian Ambassador to the U.S.,

Mauro Vieira, at the Inter-American Development Bank in Washington, DC, a business networking reception was conducted for minority business owners to become familiar with the many opportunities Brazil has to offer. In addition, the San Antonio MBDA Business Center received supplemental funding to establish a Global Business Development Center that will serve as a valuable resource for our clients doing business in Brazil and other key markets in Latin America.

SAN ANTONIO MBDA BUSINESS CENTER

WILL ASSIST CLIENTS DOING
BUSINESS IN LATIN AMERICA



South Africa

In June 2012, the President issued a *U.S. Strategy toward Sub-Saharan Africa*. Sub-Saharan Africa presents enormous opportunities to the American private sector. According to the World Bank, the region's GDP totaled approximately \$1.25 trillion in 2011, and six of the 10 fastest growing economies in the world are located on the continent. U.S. total merchandise exports to Sub-Saharan Africa tripled between 2001 and 2011.

Acting Secretary of Commerce Rebecca Blank traveled to South Africa in November to advance key elements of the President's strategy. While there, she launched the U.S. "Doing Business in Africa" campaign, an Obama Administration initiative to help American businesses identify and seize opportunities that will further the United States' commercial, trade, and investment relationship with Africa.

Export Opportunities for MBDA Clients

Few of the Agency's clients would be able to meet directly with high-level foreign officials without the support of MBDA. By representing the concerns of the multiple Sector businesses in countries around the world, MBDA removes obstacles and identifies opportunities that help clients operate more effectively in foreign lands.



Acting Secretary of Commerce, **Dr. Rebecca Blank**, signs commercial dialogue with East Africa community during week-long trip to expand access to markets in Sub-Saharan Africa for U.S. businesses.



U.S. Exports to Brazil^F

\$43.7 BILLION
IN U.S. EXPORTS TO
BRAZIL IN 2012

TOP 10 EXPORTS

	AMOUNT	% CHANGE 2008 TO 2012
1 Chemicals	\$ 9,347,961,829	25
2 Transportation Equipment	7,640,833,088	12
3 Computer And Electronic Products	6,748,213,286	17
4 Machinery; Except Electrical	5,827,288,096	26
5 Petroleum & Coal Products	5,519,887,6453	22
6 Minerals & Ores	1,388,471,913	41
7 Miscellaneous Manufactured Commodities	1,070,223,167	82
8 Fabricated Metal Products; Nesoi	991,851,531	51
9 Electrical Equipment; Appliances & Components	987,902,402	59
10 Special Classification Provisions; Nesoi	888,775,730	37



U.S. Exports to South Africa^F

\$7.6 BILLION
IN U.S. EXPORTS TO
SOUTH AFRICA
IN 2012

TOP 10 EXPORTS

	% VALUE	% CHANGE 2008 TO 2012
1 Transportation Equipment	\$ 1,339,617,338	16
2 Chemicals	772,730,041	4
3 Primary Metal	563,270,999	154
4 Computer and Electronic Products	538,590,344	-14
5 Special Classification Provisions, NESOI	314,862,595	15
6 Miscellaneous Manufactured Commodities	318,205,266	0
7 Electrical Equipment	267,781,506	19
8 Fabricated Metal Products, NESOI	209,442,585	30
9 Plastics & Rubber Products	176,481,664	36
10 Petroleum & Coal Products	162,031,358	-29

PERFORMANCE BY STATE

MBDA works throughout the Nation to link Sector businesses with the capital, contracts, and markets they need to grow.

The Agency provides services to individual businesses in every state, and it also works closely with state and local governments to ensure that MBDA clients have a fair chance to compete for public projects that improve the quality of life for citizens and businesses alike.

**Nationwide, MBDA clients
created and/or saved
16,730 jobs in FY 2012.[†]**

Because the Anchorage MBDA Business Center opened at the end of fiscal year 2012, MBDA performance in the state of Alaska is not included in this section.

STATE	BUSINESS CENTER(S)	OPERATOR/GRANT RECIPIENT	FY 2012 JOBS CREATED AND RETAINED	CONGRESSIONAL DISTRICT
AL	Mobile MBDA Business Center	Mobile Area Chamber of Commerce	526	AL-01
AZ	Phoenix MBDA Business Center	Arizona Hispanic Chamber of Commerce	387	AZ-09
	Arizona NABEC	National Center for American Indian Economic Development	159	AZ-06
CA	Fresno MBDA Business Center	Asian, Inc.	28	CA-22
	Los Angeles MBDA Business Center	University of Southern California	510	CA-37
	Riverside MBDA Business Center	Southern California Corporate Growth Partners	286	CA-41
	San Jose MBDA Business Center	Asian, Inc.	657	CA-17
CO	Denver MBDA Business Center	Rocky Mountain Minority Supplier Development Council	1,433	CO-01
DC	MBDA Federal Procurement Center	Metropolitan Economic Development Association	71	At-Large
	Washington DC MBDA Business Center	National Community Reinvestment Coalition	68	At-Large
FL	Miami MBDA Business Center	M. Gill & Associates, Inc.	383	FL-27
	Orlando MBDA Business Center	Florida Minority Supplier Development Council	487	FL-05
GA	Atlanta MBDA Business Center	Georgia Tech Research Corporation	890	GA-04
HI	Honolulu MBDA Business Center	University of Hawaii	317	HI-01
IL	Chicago MBDA Business Center	Chicago Minority Business Development Council, Inc.	365	IL-07
IN	Indianapolis MBDA Business Center	Indiana Minority Supplier Development Council	964	IN-07
LA	New Orleans MBDA Business Center	Louisiana Minority Business Council	0	LA-02
MA	Boston MBDA Business Center	Greater New England Minority Supplier Development Council	171	MA-07
MI	Detroit MBDA Business Center	Michigan Minority Supplier Development Council	3,284	MI-13
MN	Minneapolis MBDA Business Center	Metropolitan Economic Development Association	201	MN-05
NC	Raleigh MBDA Business Center	North Carolina Institute of Minority Economic Development	261	NC-04
ND	Bismarck MBDA Business Center	United Tribes Technical College	20	At-Large
NM	Santa Fe MBDA Business Center	American Indian Chamber of Commerce of New Mexico	38	NM-03
	Albuquerque MBDA Business Center	NEDA Business Consultants, Inc.	154	NM-01
NV	Las Vegas MBDA Business Center	New Ventures Capital Development Company	206	NV-01
NY	New York City MBDA Business Center	National Community Reinvestment Coalition	324	NY-10
	Williamsburg MBDA Business Center	ODA Community Development Corporation	340	NY-07
OH	Cleveland MBDA Business Center	The Commission on Economic Inclusion	182	OH-11
OK	Tulsa MBDA Business Center	Rural Enterprises of Oklahoma, Inc.	13	OK-01
PA	Philadelphia MBDA Business Center	The Enterprise Center	335	PA-02
PR	Puerto Rico MBDA Business Center	Asociacion Productos de Puerto Rico, Inc.	1,360	At-Large
SC	Columbia MBDA Business Center	DESA, Inc.	287	SC-06
TN	Memphis MBDA Business Center	Mid-South Minority Business Council Continuum, Inc.	134	TN-09
TX	Dallas MBDA Business Center	Dallas Fort Worth Minority Supplier Development Council	435	TX-33
	El Paso MBDA Business Center	El Paso Hispanic Chamber of Commerce	512	TX-16
	Houston MBDA Business Center	National Community Reinvestment Coalition	71	TX-07
	San Antonio MBDA Business Center	University of Texas at San Antonio	778	TX-20
WA	Seattle MBDA Business Center	Seattle Business Assistance Center	93	WA-09

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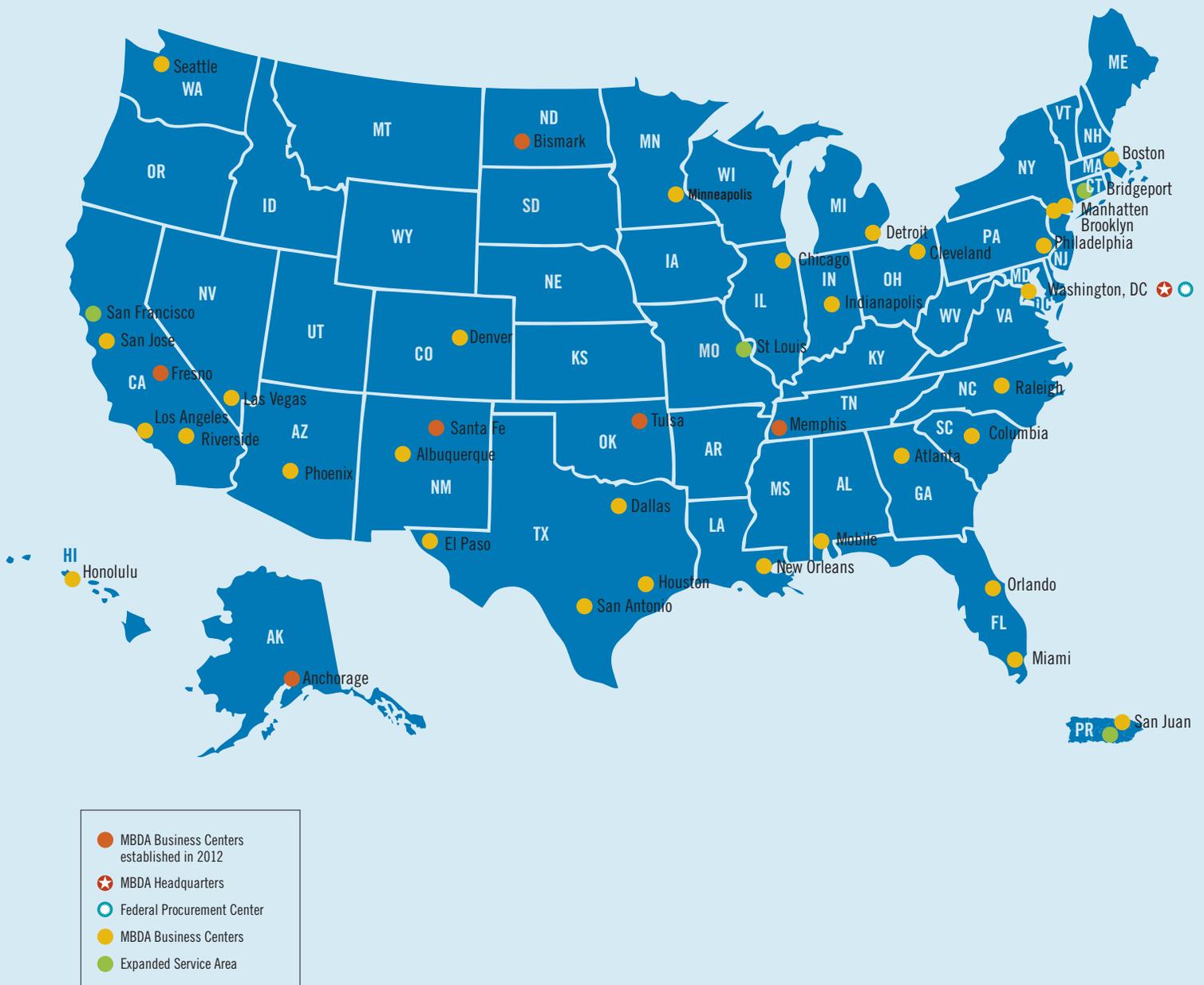
WASHINGTON

Seattle MBDA Business Center
1437 South Jackson Street, Suite 320
Seattle, WA 98144
Victor Valdez • 206-267-3131, Ext. 2
victorv@seattlembdacenter.com

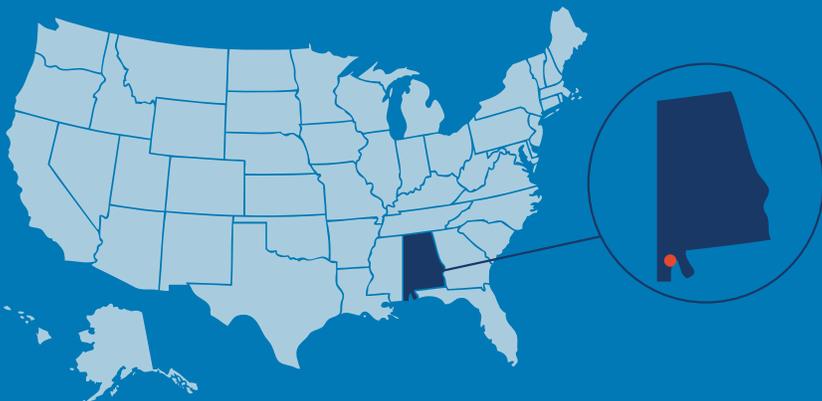
APPENDIX B

MBDA Business Center Program

MBDA administers and manages a competitive cooperative grant program to operate its national network of MBDA Business Centers. Our partners are state and local governments, tribal entities, and universities including minority-serving institutions and for-profit entities. The MBDA supports centers with a national team of business development specialists.



ALABAMA



● Mobile MBDA Business Center
 450 Government Street
 Suite A
 Mobile, AL 36602

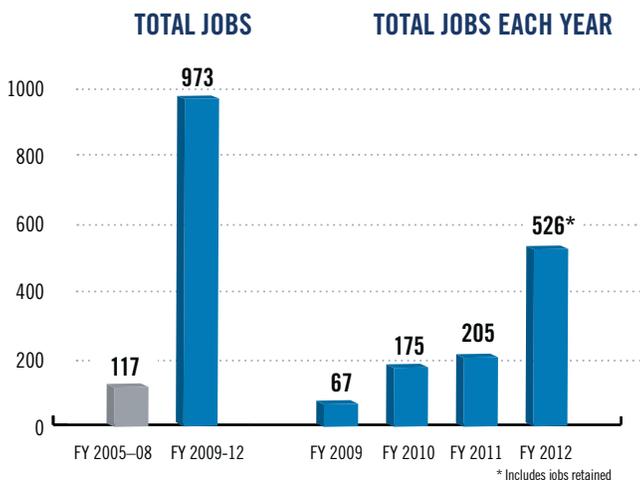
Pamela Ramos
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 pramos@mobilembdacenter.com

MBDA Helps Bridgewater Interiors Access Honda Manufacturing Supply Chain

Founded in 1998, Bridgewater Interiors LLC, is an automotive manufacturer of quality seats and interior trim, and one of the largest minority-owned manufacturers in the country.

Bridgewater approached the Mobile MBDA Business Center seeking an introduction to Honda Manufacturing of Alabama (HMA). The business consultant team of the Center leveraged extensive private sector relationships, and not only made key introductions, but assisted in the bid preparation, facilitation of meetings, and overall tracking of the bid process. As a result, Bridgewater was awarded a \$260 million contract with HMA, creating 87 new jobs and 275 jobs retained.

“We’ve used this opportunity to become more fully engaged in managing the HMA programs and enhancing our relationship with Honda representatives. We thank the MBDA Business Center for all they have done and for their ongoing support of our company,” said Ronald E. Hall, President.



526[†]

FY 2012 JOBS CREATED AND RETAINED

\$434 MILLION

IN CONTRACTS AND CAPITAL

ALABAMA EXPORTERS^g

	NUMBER OF FIRMS	FIRMS WITH EXPORTS
Minority-Owned	70,538	2.3%
Non-Minority-Owned	298,292	2.9%

TOP DESTINATIONS FOR ALABAMA EXPORTS^h

- Canada \$3.9 billion
- Germany \$2.5 billion
- China \$2.4 billion
- Mexico \$2.0 billion
- Japan \$795 million

KEY: = 1 Billion

In FY 2012, **95%** of the contracts and capital gained by Alabama's MBDA clients was in the manufacturing industry sector. Alabama hit a record high as exports grew to nearly **\$20 billion** in 2012.¹

FY 2012 Alabama Performance At-A-Glance

 Total Awards	\$434,351,649
 Contracts	\$433,316,649
 Capital	\$ 1,035,000
 Total Jobs Created and Retained.....	526

MINORITY BUSINESS COMMUNITY AT-A-GLANCE^A

BUSINESS OWNER	NUMBER OF FIRMS	GROSS RECEIPTS (\$1000S)	AVERAGE GROSS RECEIPTS	PAID EMPLOYEES
African American	56,712	\$ 2,152,418	\$ 37,953	16,724
American Indian & Alaska Native	3,068	650,084	211,892	5,254
Asian American	6,908	2,620,074	379,281	17,993
Native Hawaiian & Pacific Islander	254	87,556	344,709	100,249
Hispanic American	4,439	1,020,042	229,791	7,346
All Minority	70,538	6,543,945	92,772	46,666

MBDA CLIENT ASSISTANCE BY SECTOR

	PRIVATE SECTOR	FEDERAL GOVERNMENT	STATE GOVERNMENT	LOCAL GOVERNMENT	NOT DISCLOSED	TOTAL
Dollar Value of Contracts	\$ 411,181,559	\$ 21,098,190	—	\$ 1,036,900	—	\$ 433,316,649
Dollar Value of Capital	1,035,000	—	—	—	—	\$ 1,035,000
Number of Contracts	4	1	—	1	—	6
Number of Capital Transactions	2	—	—	—	—	2
TOTAL TRANSACTIONS	6	1	—	1	—	8

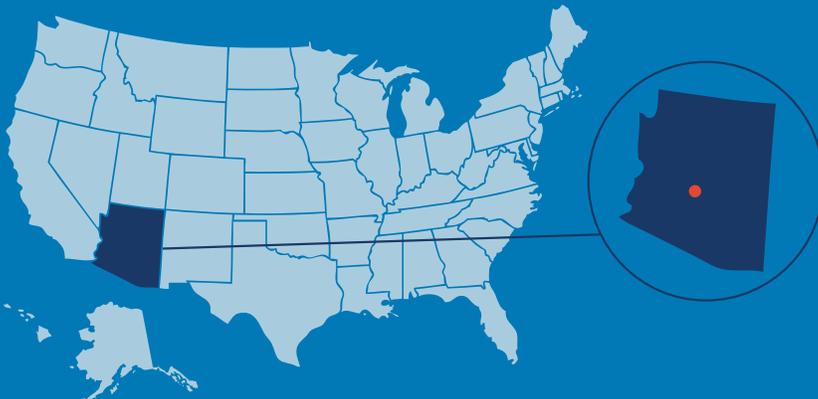
MBDA CLIENT ASSISTANCE BY INDUSTRY

	NUMBER OF TRANSACTIONS	VALUE OF TRANSACTIONS
Construction	5	\$ 24,316,649
Finance, Insurance & Real Estate	1	35,000
Manufacturing	2	410,000,000

“We thank the MBDA Business Center for all they have done and their ongoing support of the company.”

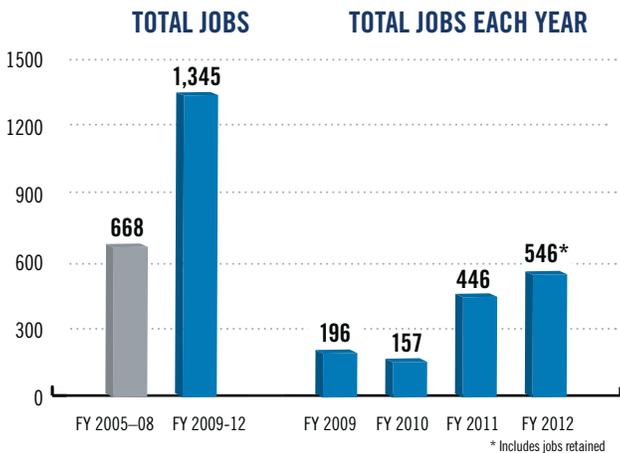
— Ronald E. Hall, President
Bridgewater Interior

ARIZONA



● Phoenix MBDA Business Center
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Construction of new homes in Phoenix, Arizona.

546[†]
FY 2012 JOBS CREATED
AND RETAINED

\$128 MILLION
IN CONTRACTS AND CAPITAL

ARIZONA EXPORTERS^g

	NUMBER OF FIRMS	FIRMS WITH EXPORTS
Minority-Owned	85,227	6.7%
Non-Minority-Owned	372,267	4.8%

TOP DESTINATIONS FOR ARIZONA EXPORTS^h

- Mexico \$6.3 billion
- Canada \$2.2 billion
- China \$1.3 billion
- Japan \$920 million
- UK \$919 million

KEY: = 1 Billion

FY 2012 Arizona Performance At-A-Glance

 Total Awards	\$128,078,228
 Contracts	\$ 53,001,510
 Capital	\$ 75,076,718
 Total Jobs Created and Retained	546

MINORITY BUSINESS COMMUNITY AT-A-GLANCE^A

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

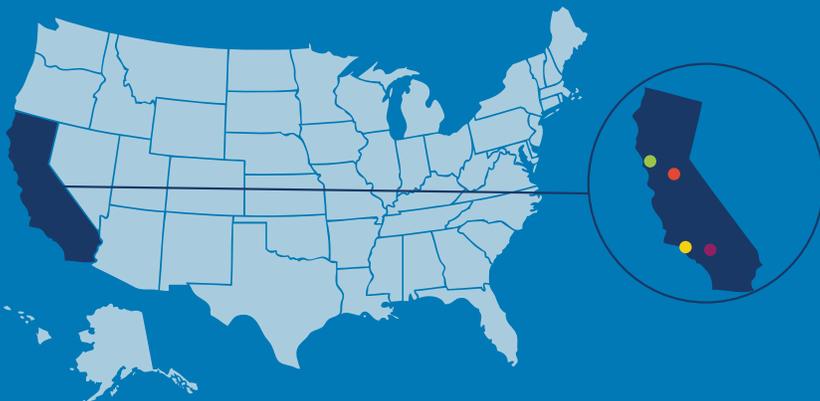
MBDA CLIENT ASSISTANCE BY SECTOR

	PRIVATE SECTOR	FEDERAL GOVERNMENT	STATE GOVERNMENT	LOCAL GOVERNMENT	NOT DISCLOSED	TOTAL
Dollar Value of Contracts	\$ 12,048,614	\$ 33,564,144	–	\$ 6,575,941	\$ 812,810	\$ 53,001,510
Dollar Value of Capital	17,980,307	57,096,411	–	–	–	\$ 75,076,718
Number of Contracts	60	43	–	7	1	111
Number of Capital Transactions	22	63	–	–	–	85
TOTAL TRANSACTIONS	82	106	–	7	1	196

MBDA CLIENT ASSISTANCE BY INDUSTRY

	NUMBER OF TRANSACTIONS	VALUE OF TRANSACTIONS		NUMBER OF TRANSACTIONS	VALUE OF TRANSACTIONS
Construction	79	\$ 39,698,814	Retail Trade	4	\$ 186,938
Manufacturing	1	10,750	Services	108	87,746,398
Mining	1	269,650	Wholesale Trade	3	165,679

CALIFORNIA



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● Los Angeles MBDA Business Center
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Los Angeles, CA 90089

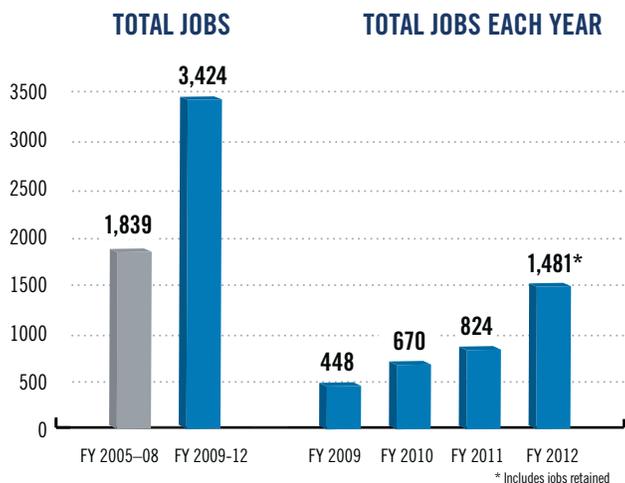
Sergio Gascon
213-821-2541
sgascon@usc.edu

Export Assistance Leads to \$1 Million Contract

TIG/m, LLC is a California railcar manufacturer founded by Alvaro Villa in 2005, which generates 100% of its revenue from exports. Since becoming a MBDA client in 2010, TIG/m has doubled its annual revenue and is positioned for exponential growth in FY2013.

Mr. Villa was interested in bidding on a contract to build railcars for the government of Aruba when he asked the Los Angeles MBDA Business Center for help demonstrating to Aruban officials that TIG/m had the capacity they needed. The Los Angeles MBDA Business Center obtained a letter of recommendation based on past performance from the Mayor and TIG/m was awarded a \$1 million contract to build a railcar for export to Aruba.

Subsequently, when the government of Aruba required bonding, the Los Angeles MBDA Business Center brokered a letter of credit from Commercial Bank for 10% bonding, enabling TIG/m to bid on the project, which it ultimately won. Fifteen new jobs were created and 10 retained as a result.



1,481[†]
FY 2012 JOBS CREATED
AND RETAINED

\$242 MILLION
IN CONTRACTS AND CAPITAL

CALIFORNIA EXPORTERS⁶

	NUMBER OF FIRMS	FIRMS WITH EXPORTS
Minority-Owned	1,220,581	6.2%
Non-Minority-Owned	1,995,280	6.7%

TOP DESTINATIONS FOR CALIFORNIA EXPORTS¹¹

Mexico	\$26.3 billion
Canada	\$17.3 billion
China	\$14 billion
Japan	\$13.1 billion
Korea	\$8.2 billion

KEY: = 10 Billion

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Riverside, CA 92504

Daniel Sieu

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dan.sieu@riversidembdacenter.com

● San Jose MBDA Business Center
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2nd floor
San Jose, CA 95112

Alejandro Serrudo

408-998-8058

aserrudo@sanjosembdacenter.com

FY 2012 California Performance At-A-Glance

 Total Awards	\$241,721,012
 Contracts	\$114,861,680
 Capital	\$126,859,332
 Total Jobs Created and Retained	1,481

MINORITY BUSINESS COMMUNITY AT-A-GLANCE^A

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

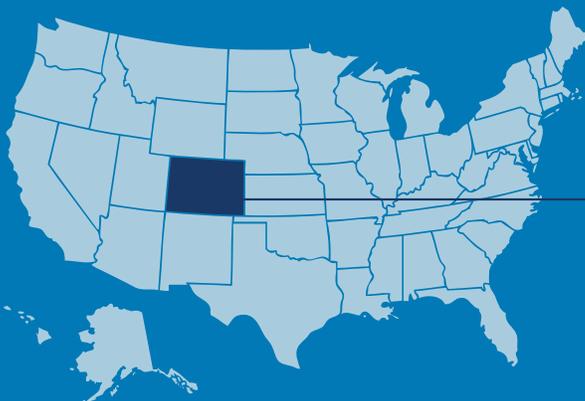
MBDA CLIENT ASSISTANCE BY SECTOR

	PRIVATE SECTOR	FEDERAL GOVERNMENT	STATE GOVERNMENT	LOCAL GOVERNMENT	NOT DISCLOSED	TOTAL
Dollar Value of Contracts	\$ 70,786,679	\$ 20,822,663	\$ 5,128,851	\$ 18,110,930	\$ 12,556	\$ 114,861,680
Dollar Value of Capital	116,299,332	1,500,000	560,000	8,500,000	–	\$ 126,859,332
Number of Contracts	79	21	6	10	1	117
Number of Capital Transactions	450	1	2	3	–	456
TOTAL TRANSACTIONS	529	22	8	13	1	573

MBDA CLIENT ASSISTANCE BY INDUSTRY

	NUMBER OF TRANSACTIONS	VALUE OF TRANSACTIONS		NUMBER OF TRANSACTIONS	VALUE OF TRANSACTIONS
Agriculture, Forestry, Fishing & Hunting	8	\$ 9,688,583	Mining	1	\$ 12,556
Construction	494	140,652,368	Retail Trade	2	3,891,000
Finance, Insurance & Real Estate	9	32,384,622	Services	25	31,844,119
Manufacturing	15	32,384,622	Transportation, Warehousing & Public Utilities	7	3,573,500
			Wholesale Trade	12	2,041,322

COLORADO



● Denver MBDA Business Center
1445 Market Street
Suite 310
Denver, CO 80202

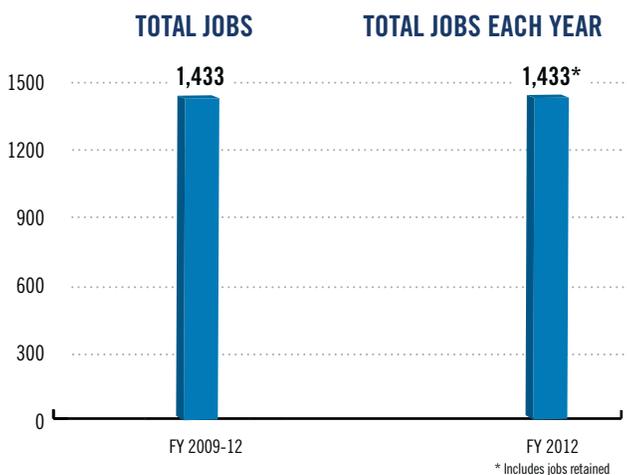
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hhaynescarter@denvermbdacenter.com

Business Development Strategy Increases Marketplace Exposure

The Denver MBDA Business Center provides more than technical assistance; they are a valued resource for capacity building solutions. The MBDA clients AxxessConnect LLC and Empowercom, Inc. formed a strategic partnership to provide low voltage telecommunications and electrical construction services for a new 184-bed Veterans Affairs hospital.

The contract award was approximately \$28 million, creating 28 new jobs and retaining 12 jobs. Yet the positive impact on the surrounding communities was substantially more. (Empowercom hires at-risk youth, ex-offenders, unemployed, and underemployed minorities.) AxxessConnect, in turn, increased its marketplace exposure and created more subcontracting opportunities for smaller firms.

“The Denver MBDA Business Center has become an extension of our business development team. They have advocated on our behalf by providing both financial and contract specific business consulting,” said Walker Fleming, CEO, AxxessConnect.



1,433[†]
FY 2012 JOBS CREATED
AND RETAINED

\$133 MILLION
IN CONTRACTS AND CAPITAL

COLORADO EXPORTERS^g

	NUMBER OF FIRMS	FIRMS WITH EXPORTS
Minority-Owned	59,647	2.9%
Non-Minority-Owned	28,344	4.6%

TOP DESTINATIONS FOR COLORADO EXPORTS^h

Canada	\$2 billion
Mexico	\$848 million
China	\$676 million
Japan	\$427 million
Germany	\$282 million

KEY: = 1 Billion = 100 Million

Colorado exports reached
\$7.6 BILLION in 2012 — a **10%**
 increase over 2011.¹

FY 2012 Colorado Performance At-A-Glance

 Total Awards	\$133,289,581
 Contracts	\$100,919,743
 Capital	\$ 32,369,838
 Total Jobs Created and Retained	1,433

MINORITY BUSINESS COMMUNITY AT-A-GLANCE^A

BUSINESS OWNER	NUMBER OF FIRMS	GROSS RECEIPTS (\$1000S)	AVERAGE GROSS RECEIPTS	PAID EMPLOYEES
African American	9,174	\$ 1,020,331	\$ 111,220	6,058
American Indian & Alaska Native	4,619	698,178	151,153	3,434
Asian American	14,482	3,444,060	237,817	27,393
Native Hawaiian & Pacific Islander	633	51,982	82,120	286
Hispanic American	33,762	6,618,417	196,032	37,629
All Minority	59,647	11,718,779	196,469	74,753

MBDA CLIENT ASSISTANCE BY SECTOR

	PRIVATE SECTOR	FEDERAL GOVERNMENT	STATE GOVERNMENT	LOCAL GOVERNMENT	NOT DISCLOSED	TOTAL
Dollar Value of Contracts	\$ 63,551,138	\$ 4,850,418	—	\$ 32,518,188	—	\$ 100,919,743
Dollar Value of Capital	32,369,838	—	—	—	—	\$ 32,369,838
Number of Contracts	21	7	6	4	—	32
Number of Capital Transactions	7	—	2	—	—	7
TOTAL TRANSACTIONS	28	7	8	4	—	39

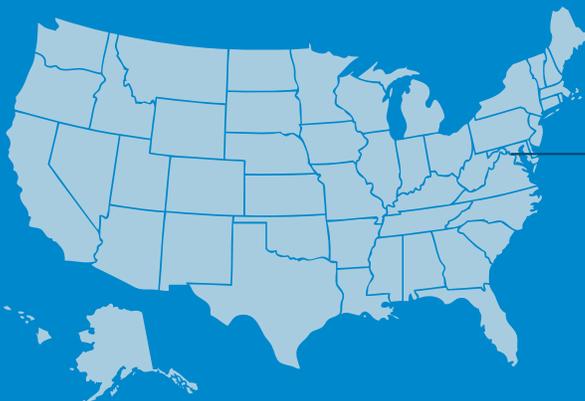
MBDA CLIENT ASSISTANCE BY INDUSTRY

	NUMBER OF TRANSACTIONS	VALUE OF TRANSACTIONS
Construction	25	\$ 117,274,073
Finance, Insurance & Real Estate	1	10,000
Services	9	11,414,521
Wholesale Trade	4	4,590,987

**“The MBDA provided crucial
 matchmaking and consulting services
 to help us secure this hallmark contract.”**

— Terri Jackson, President
 Empowercom

DISTRICT OF COLUMBIA



★ MBDA Federal Procurement Center
1101 Pennsylvania Avenue, NW
6th floor
Washington, DC 20004

Joe Grabenstein
202-737-0877
joeg@mbdacontracts.com

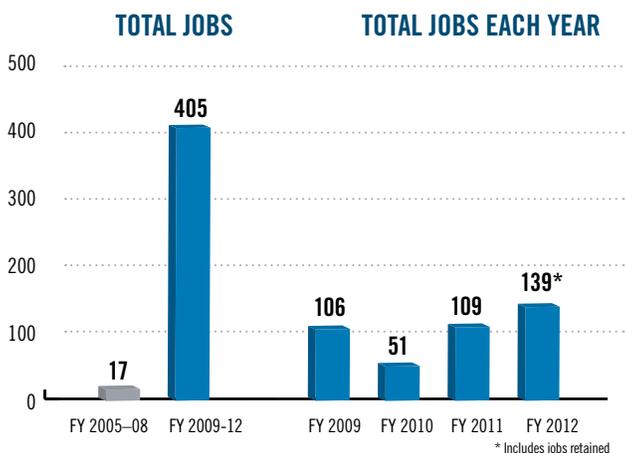
● Washington DC MBDA Business Center
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Washington, DC 20005

Eric Rice
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erice@dcmbdacenter.com

“Client of the Year” Award Goes to Crystal Enterprises

Washington, D.C. is full of terrific museums and monuments that fall under the purview of the Federal Government. As such, services to these facilities present procurement opportunities for the MBDA clients. One example, Crystal Enterprises, a food service and facilities maintenance firm, can boast about its \$6.2 million contract to provide janitorial services for the U.S. Holocaust Memorial Museum. The District of Columbia MBDA Business Center provided support by reviewing the technical and pricing proposal and helped to develop a strategy for successfully winning the contract.

Assistance from the MBDA directly contributed to the company’s stellar track record, which recently earned it the “Client of the Year” award by the District of Columbia MBDA Business Center. With continued support from the MBDA, and over \$40 million in potential contracts in the pipeline, Crystal Enterprises is positioned to achieve its increasingly high revenue goals for FY 2013.



139[†]

FY 2012 JOBS CREATED AND RETAINED

\$709 MILLION

IN CONTRACTS AND CAPITAL

DISTRICT OF COLUMBIA EXPORTERS⁶

	NUMBER OF FIRMS	FIRMS WITH EXPORTS
Minority-Owned	22,505	5.5%
Non-Minority-Owned	455,065	7.2%

Data not available for top destinations for District of Columbia exports.



With support from the District of Columbia MBDA Business Center, Crystal Enterprises was awarded a contract at the U.S. Holocaust Memorial Museum.

FY 2012 District of Columbia Performance At-A-Glance

 Total Awards	\$708,579,386
 Contracts	\$188,873,700
 Capital	\$519,705,686
 Total Jobs Created and Retained	139

MINORITY BUSINESS COMMUNITY AT-A-GLANCE^A

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

MBDA CLIENT ASSISTANCE BY SECTOR

	PRIVATE SECTOR	FEDERAL GOVERNMENT	STATE GOVERNMENT	LOCAL GOVERNMENT	NOT DISCLOSED	TOTAL
Dollar Value of Contracts	\$ 3,847,243	\$ 184,992,198	–	\$ 34,259	–	\$ 188,873,700
Dollar Value of Capital	519,705,686	–	–	–	–	\$ 519,705,686
Number of Contracts	2	11	–	11	–	24
Number of Capital Transactions	2	–	–	–	–	2
TOTAL TRANSACTIONS	4	11	–	11	–	26

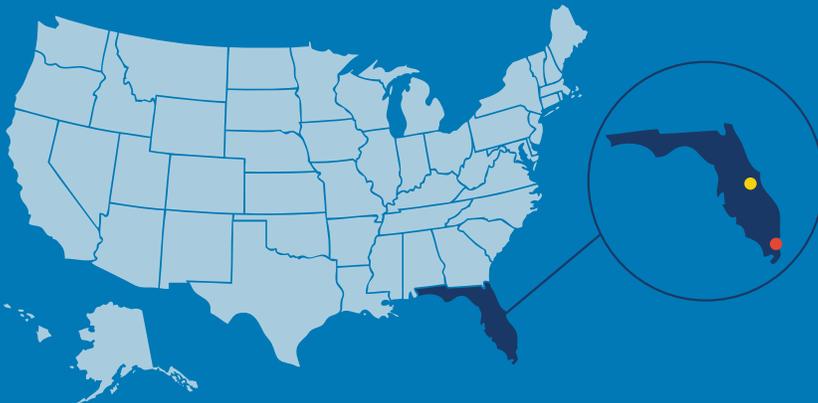
MBDA CLIENT ASSISTANCE BY INDUSTRY

	NUMBER OF TRANSACTIONS	VALUE OF TRANSACTIONS
Construction	4	\$ 526,055,540
Manufacturing	8	180,786,802
Retail Trade	9	33,128
Services	5	1,703,916

“The MBDA Business Center is our most valuable resource for identifying and overcoming challenges in all areas of the operation. The Center has become our life-line to new business opportunities in the government and private sector.”

-Saundra Thurman-Custis, Founder and CEO
Crystal Enterprises

FLORIDA



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● Orlando MBDA Business Center
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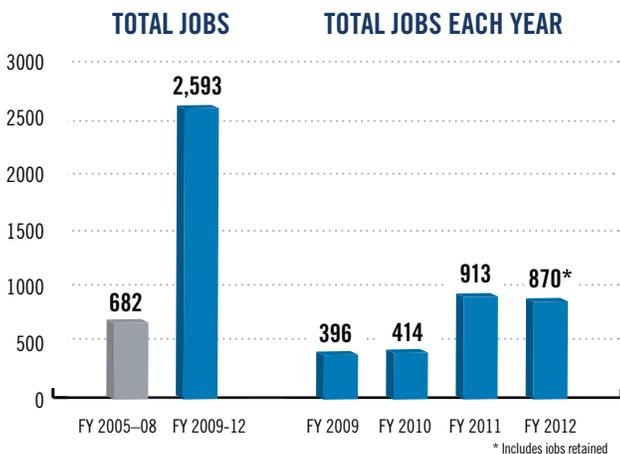
Nancy Lee Straw
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nancylee@fmsdc.org

Designer's Specialty Millwork Leads in the Industry Through an MBDA Partnership

Designer's Specialty Millwork (DSM) is an industry leader in the manufacturing/millwork sector. Established in 1994, the company has experienced tremendous growth and earned a commendable reputation for its commitment to customer service, quality work, and time management. G.G. Harrison, DSM's owner, was looking to take the company to the next level and expand their portfolio into the public sector.

The Miami MBDA Business Center was DSM's ideal partner for pursuing government contracts. In addition to extensive relationships in both private and public sectors, the Miami MBDA Business Center currently serves as a registered primary source in identifying minority sub-contractors for the Florida Marlins Stadium project. DSM worked with MBDA to strengthen its business model for government contracting and benefited from consulting services to identify opportunities and prepare strong bid packages. By joining forces with the MBDA, DSM has received over \$7.2 million in contract awards and created over 30 new jobs in Miami-Dade County, Florida.

The company currently reports annual revenues in excess of \$14 million and continues to exceed expectations on every contract.



870[†]

FY 2012 JOBS CREATED AND RETAINED

\$181 MILLION

IN CONTRACTS AND CAPITAL

FLORIDA EXPORTERS^G

	NUMBER OF FIRMS	FIRMS WITH EXPORTS
Minority-Owned	680,069	7.6%
Non-Minority-Owned	1,228,495	5.4%

TOP DESTINATIONS FOR FLORIDA EXPORTS^H

- Switzerland \$8.2 billion
- Venezuela \$5.1 billion
- Brazil \$4.9 billion
- Canada \$3.8 billion
- Colombia \$3.1 billion

KEY: = 1 Billion

Florida ranks **2nd** among states for aviation, aerospace, and space establishments; and ranks **6th** for exporting at **\$66.4 BILLION** in 2012.¹

FY 2012 Florida Performance At-A-Glance

 Total Awards	\$180,969,620
 Contracts	\$ 65,731,306
 Capital	\$115,238,314
 Total Jobs Created and Retained	870

MINORITY BUSINESS COMMUNITY AT-A-GLANCE^A

BUSINESS OWNER	NUMBER OF FIRMS	GROSS RECEIPTS (\$1000S)	AVERAGE GROSS RECEIPTS	PAID EMPLOYEES
African American	181,496	\$ 10,528,813	\$ 58,011	65,085
American Indian & Alaska Native	9,747	1,060,062	108,758	3,655
Asian American	64,931	17,340,193	267,056	104,650
Native Hawaiian & Pacific Islander	1,772	188,426	106,335	899
Hispanic American	450,137	72,644,226	161,382	302,345
All Minority	680,069	101,384,269	149,079	476,898

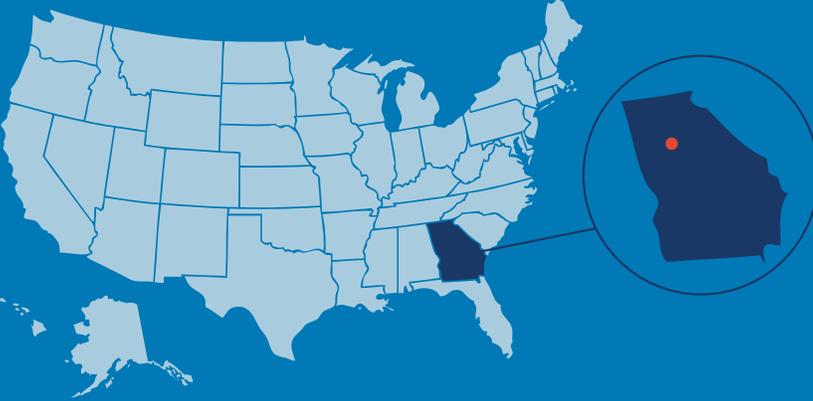
MBDA CLIENT ASSISTANCE BY SECTOR

	PRIVATE SECTOR	FEDERAL GOVERNMENT	STATE GOVERNMENT	LOCAL GOVERNMENT	NOT DISCLOSED	TOTAL
Dollar Value of Contracts	\$ 50,893,019	\$ 2,153,357	—	\$ 12,578,118	\$ 106,813	\$ 65,731,306
Dollar Value of Capital	114,264,054	100,000	100,000	774,260	—	\$ 115,238,314
Number of Contracts	43	3	—	20	10	76
Number of Capital Transactions	64	1	1	3	—	69
TOTAL TRANSACTIONS	107	4	1	23	10	145

MBDA CLIENT ASSISTANCE BY INDUSTRY

	NUMBER OF TRANSACTIONS	VALUE OF TRANSACTIONS		NUMBER OF TRANSACTIONS	VALUE OF TRANSACTIONS
Agriculture, Forestry, Fishing & Hunting	3	\$ 325,045	Mining	6	\$ 30,262,523
Construction	91	33,746,455	Retail Trade	9	12,239
Finance, Insurance & Real Estate	2	100,003,914	Services	10	2,203,032
Information	9	578,017	Transportation, Warehousing & Public Utilities	1	9,000,000
Manufacturing	20	4,838,395			

GEORGIA



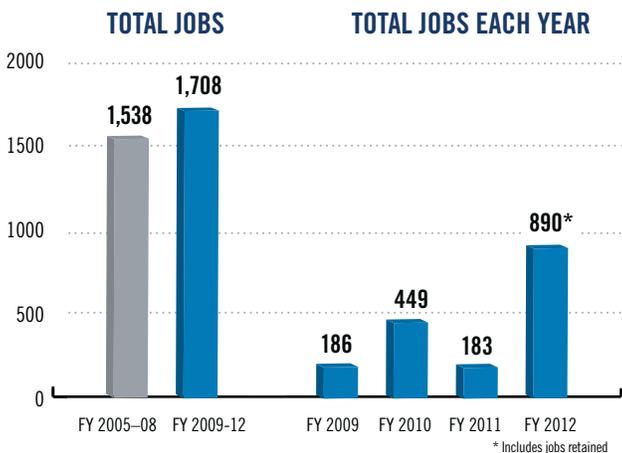
● Atlanta MBDA Business Center
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Donna Ennis
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MBDA Helps to Advance Healthcare IT Services in Atlanta

In FY 2012, the Atlanta MBDA Business Center, which specializes in healthcare IT and advanced manufacturing, provided an array of consulting services to ENVIRO AgScience, Inc. Extensive work in the areas of strategic planning, project management, bid preparation, and succession planning helped ENVIRO strengthen its successful construction division by adding prime contracting and general construction services. As a result of this consulting and MBDA's recommendation to become 8(a) certified, ENVIRO secured contracts with the U.S. Army valued at over \$12 million, saving dozens of jobs previously slated for elimination.

"While we use consultants for business development, we have found the Atlanta MBDA Business Center to be the most reliable, dependable, and cost efficient. They have become an integral part of our team, bringing the resources and expertise our company needs to grow to the next level," said Dr. Louis Lynn, President and CEO.



890[†]

FY 2012 JOBS CREATED AND RETAINED

\$62 MILLION

IN CONTRACTS AND CAPITAL

GEORGIA EXPORTERS⁶

	NUMBER OF FIRMS	FIRMS WITH EXPORTS
Minority-Owned	263,356	3.1%
Non-Minority-Owned	603,039	3.9%

TOP DESTINATIONS FOR GEORGIA EXPORTS¹¹

Canada	\$6.5 billion
China	\$3.7 billion
Mexico	\$2.3 billion
Singapore	\$1.4 billion
Japan	\$1.3 billion

KEY: = 1 Billion

Georgia is home to 14 Fortune 500 corporations, including Home Depot, UPS, Coca Cola and Delta Airlines, with **\$35.9 BILLION** in exports.¹

FY 2012 Georgia Performance At-A-Glance

 Total Awards	\$61,584,625
 Contracts	\$48,091,675
 Capital	\$13,492,950
 Total Jobs Created and Retained	890

MINORITY BUSINESS COMMUNITY AT-A-GLANCE^A

BUSINESS OWNER	NUMBER OF FIRMS	GROSS RECEIPTS (\$1000S)	AVERAGE GROSS RECEIPTS	PAID EMPLOYEES
African American	183,864	\$ 8,886,536	\$ 48,332	54,676
American Indian & Alaska Native	5,975	875,556	146,537	6,098
Asian American	46,222	14,619,538	316,290	82,186
Native Hawaiian & Pacific Islander	1,145	134,506	117,472	918
Hispanic American	32,574	5,964,841	183,117	25,874
All Minority	263,356	30,321,985	115,137	168,430

MBDA CLIENT ASSISTANCE BY SECTOR

	PRIVATE SECTOR	FEDERAL GOVERNMENT	STATE GOVERNMENT	LOCAL GOVERNMENT	NOT DISCLOSED	TOTAL
Dollar Value of Contracts	\$ 12,355,212	\$ 30,901,954	\$ 1,097,084	\$ 3,737,425	—	\$ 48,091,675
Dollar Value of Capital	11,992,950	\$750,000	—	—	750,000	\$ 13,492,950
Number of Contracts	27	20	2	4	—	53
Number of Capital Transactions	4	2	—	—	1	7
TOTAL TRANSACTIONS	31	22	2	4	1	60

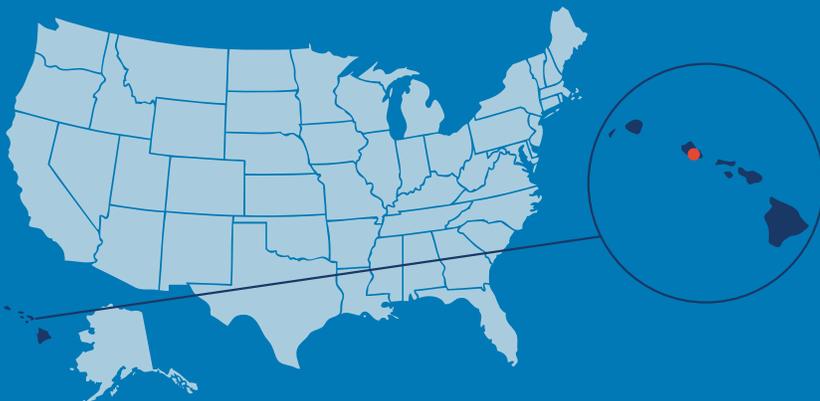
MBDA CLIENT ASSISTANCE BY INDUSTRY

	NUMBER OF TRANSACTIONS	VALUE OF TRANSACTIONS
Construction	6	\$ 18,280,021
Finance, Insurance & Real Estate	16	77,776
Manufacturing	2	12,700,000
Services	27	27,597,329
Wholesale Trade	9	2,929,500

“As we enter new markets, the Atlanta MBDA Business Center has been our best resource for navigating new opportunities and the local landscape.”

— Dr. Louis Lynn, President and CEO
ENVIRO AgScience, Inc.

HAWAII



● Honolulu MBDA Business Center
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Honolulu, HI 96822

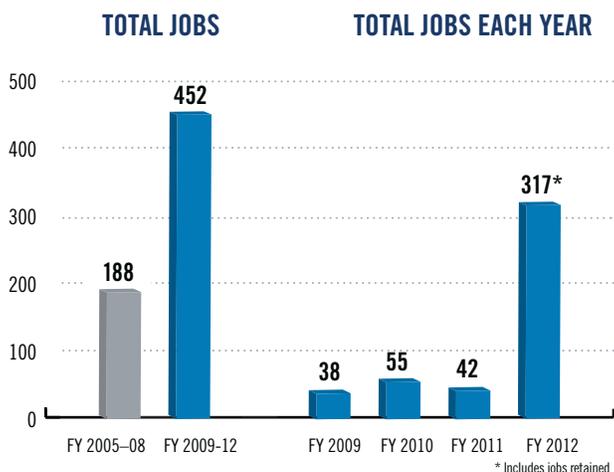
Dana Hauanio
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Heartwood Pacific's Federal Contracting Program Grows Exponentially

Heartwood Pacific, LLC, a general contracting firm, has worked on federal construction projects throughout Hawaii, as well as on the U.S. mainland for a decade. However, when they decided to partner with the Honolulu MBDA Business Center, the firm experienced tremendous growth in capacity and federal contract opportunities.

The MBDA worked with Heartwood Pacific to grow its bonding capacity to \$15 million for single projects and up to \$25 million in aggregate, increasing their ability to win larger contracts, and creating more jobs. Heartwood has been responsible for a number of federal projects including two at Volcano National Park.

"Since 2006, we have worked with the MBDA to assist us with our federal contracting program. Their support and confidence that Heartwood could be a successful federal contractor led us to submit our first federal competitive proposal. Since that time, we have completed over 40 federal projects with the MBDA's assistance," said F. Michael Singer, Managing Member.



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FY 2012 JOBS CREATED AND RETAINED

\$62 MILLION

IN CONTRACTS AND CAPITAL

HAWAII EXPORTERS^g

	NUMBER OF FIRMS	FIRMS WITH EXPORTS
Minority-Owned	68,542	5.6%
Non-Minority-Owned	223,007	3.7%

TOP DESTINATIONS FOR HAWAII EXPORTS^h

Australia	\$260 million
Japan	\$127 million
China	\$72 million
Korea	\$44 million
Singapore	\$35 million

KEY: = 100 Million

FY 2012 Hawaii Performance At-A-Glance

	Total Awards	\$62,047,738
	Contracts	\$22,162,738
	Capital	\$39,885,000
	Total Jobs Created and Retained	317

MINORITY BUSINESS COMMUNITY AT-A-GLANCE^A

BUSINESS OWNER	NUMBER OF FIRMS	GROSS RECEIPTS (\$1000S)	AVERAGE GROSS RECEIPTS	PAID EMPLOYEES
African American	1,067	\$ 325,005	\$ 304,597	2,022
American Indian & Alaska Native	1,548	317,548	205,134	1,301
Asian American	56,872	18,154,362	319,214	111,924
Native Hawaiian & Pacific Islander	11,403	2,378,963	208,626	16,197
Hispanic American	4,374	671,678	153,561	3,977
All Minority	68,542	20,634,544	301,050	127,948

MBDA CLIENT ASSISTANCE BY SECTOR

	PRIVATE SECTOR	FEDERAL GOVERNMENT	STATE GOVERNMENT	LOCAL GOVERNMENT	NOT DISCLOSED	TOTAL
Dollar Value of Contracts	\$ 11,311,852	\$ 10,397,222	\$ 440,763	—	\$ 12,900	\$ 22,162,738
Dollar Value of Capital	39,885,000	—	—	—	—	\$ 39,885,000
Number of Contracts	127	46	4	—	1	178
Number of Capital Transactions	61	—	—	—	—	61
TOTAL TRANSACTIONS	188	46	4	—	1	239

MBDA CLIENT ASSISTANCE BY INDUSTRY

	NUMBER OF TRANSACTIONS	VALUE OF TRANSACTIONS
Construction	239	\$ 62,047,738



Construction was the dominant industry sector receiving MBDA assistance in Hawaii.

The state of Illinois ranked **5th** in 2012 exports — **\$68 BILLION.**¹

FY 2012 Illinois Performance At-A-Glance

 Total Awards	\$139,993,607
 Contracts	\$125,298,206
 Capital	\$ 14,695,401
 Total Jobs Created and Retained.....	365

MINORITY BUSINESS COMMUNITY AT-A-GLANCE^A

BUSINESS OWNER	NUMBER OF FIRMS	GROSS RECEIPTS (\$1000S)	AVERAGE GROSS RECEIPTS	PAID EMPLOYEES
African American	106,626	\$ 6,840,718	\$ 64,156	45,295
American Indian & Alaska Native	5,391	690,412	128,068	4,420
Asian American	59,367	18,485,950	311,384	102,991
Native Hawaiian & Pacific Islander	569	31,590	55,518	277
Hispanic American	56,567	10,337,194	182,742	77,449
All Minority	223,007	36,273,078	162,654	228,015

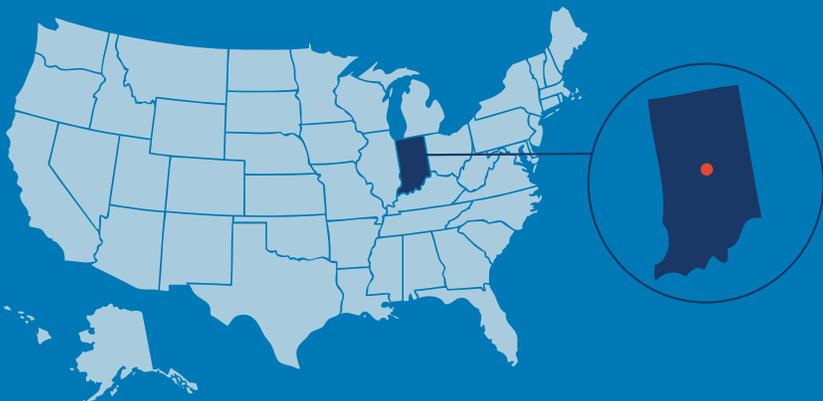
MBDA CLIENT ASSISTANCE BY SECTOR

	PRIVATE SECTOR	FEDERAL GOVERNMENT	STATE GOVERNMENT	LOCAL GOVERNMENT	NOT DISCLOSED	TOTAL
Dollar Value of Contracts	\$ 105,959,808	\$ 5,284,000	—	\$ 14,054,398	—	\$ 125,298,206
Dollar Value of Capital	14,695,401	—	—	—	—	\$ 14,695,401
Number of Contracts	57	1	—	4	—	62
Number of Capital Transactions	15	—	—	—	—	15
TOTAL TRANSACTIONS	72	1	—	4	—	77

MBDA CLIENT ASSISTANCE BY INDUSTRY

	NUMBER OF TRANSACTIONS	VALUE OF TRANSACTIONS		NUMBER OF TRANSACTIONS	VALUE OF TRANSACTIONS
Agriculture, Forestry, Fishing & Hunting	3	\$ 1,897,250	Services	6	\$ 10,138,441
Construction	20	22,075,781	Transportation, Warehousing & Public Utilities	3	42,044,946
Manufacturing	10	10,011,650	Wholesale Trade	33	53,742,539
Retail Trade	2	83,000			

INDIANA



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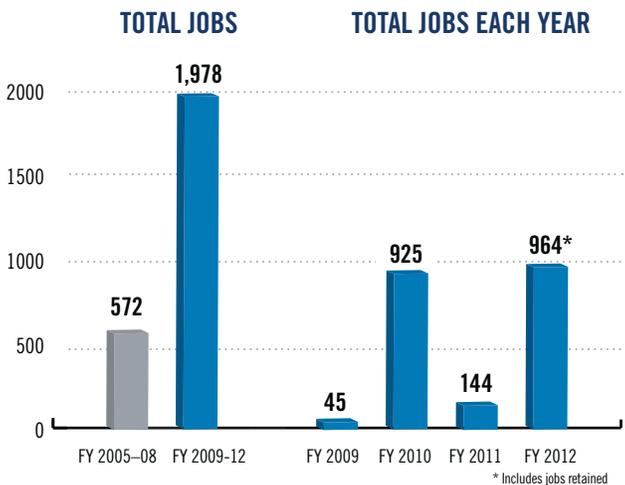
James Knight
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Native American Ashford International Expands Products and Services

Ashford International is a Native American, woman-owned company that offers strategic sourcing solutions to state and federal agencies. Established in 2008, Ashford International initially only offered office products and medical equipment, but through joint ventures and teaming agreements, was able to add a multitude of products and services.

This was a solid base from which the Indianapolis MBDA Business Center helped expand Ashford's business ventures. The Center has been an invaluable source of consultation and strategic planning that has helped accelerate sales. It also helped the company obtain a contract worth \$8 million that will ultimately retain a dozen jobs and produce another 400 new jobs.

"In this ever changing global economy, the sustainability of a business lies in its differentiation, which is based on understanding effectiveness. The MBDA's commitment to promote growth and competitiveness of minority businesses is greatly appreciated by both business owners and those of future generations," said Susan Schmidt, President and CEO.



964[†]

FY 2012 JOBS CREATED AND RETAINED

\$40 MILLION

IN CONTRACTS AND CAPITAL

INDIANA EXPORTERS^G

	NUMBER OF FIRMS	FIRMS WITH EXPORTS
Minority-Owned	40,706	4.3%
Non-Minority-Owned	421,127	3.9%

TOP DESTINATIONS FOR INDIANA EXPORTS^H

- Canada \$11.9 billion
- Mexico \$3.9 billion
- Germany \$2.2 billion
- France \$1.8 billion
- Japan \$1.8 billion

KEY: = 10 Billion = 1 Billion

Indiana turns to MBDA clients for environmental consulting, metal services, commercial printing, and packaging and labeling.

FY 2012 Indiana Performance At-A-Glance

 Total Awards	\$39,842,692
 Contracts	\$39,767,692
 Capital	\$ 75,000
 Total Jobs Created and Retained.....	964

MINORITY BUSINESS COMMUNITY AT-A-GLANCE^A

BUSINESS OWNER	NUMBER OF FIRMS	GROSS RECEIPTS (\$1000S)	AVERAGE GROSS RECEIPTS	PAID EMPLOYEES
African American	22,127	\$ 2,286,534	\$ 103,337	16,315
American Indian & Alaska Native	2,207	236,256	107,048	1,294
Asian American	8,756	3,409,496	389,390	24,730
Native Hawaiian & Pacific Islander	177	41,540	234,689	837
Hispanic American	8,558	1,695,184	198,082	14,304
All Minority	40,706	7,921,197	194,595	58,273

MBDA CLIENT ASSISTANCE BY SECTOR

	PRIVATE SECTOR	FEDERAL GOVERNMENT	STATE GOVERNMENT	LOCAL GOVERNMENT	NOT DISCLOSED	TOTAL
Dollar Value of Contracts	\$ 19,230,674	—	\$ 20,532,570	—	\$ 4,448	\$ 39,767,692
Dollar Value of Capital	75,000	—	—	—	—	\$ 75,000
Number of Contracts	25	—	5	—	1	31
Number of Capital Transactions	1	—	—	—	—	1
TOTAL TRANSACTIONS	26	—	5	—	1	32

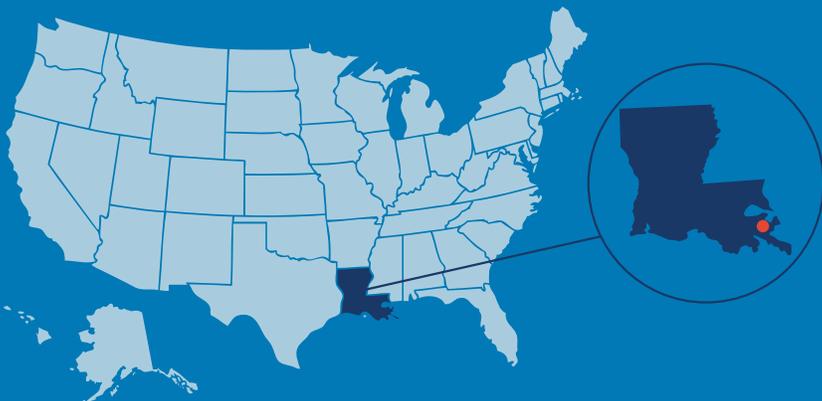
MBDA CLIENT ASSISTANCE BY INDUSTRY

	NUMBER OF TRANSACTIONS	VALUE OF TRANSACTIONS		NUMBER OF TRANSACTIONS	VALUE OF TRANSACTIONS
Agriculture, Forestry, Fishing & Hunting	2	\$ 180,000	Services	20	\$ 3,139,000
Construction	2	22,482,087	Transportation, Warehousing & Public Utilities	1	75,000
Manufacturing	2	5,674,768	Wholesale Trade	5	8,291,837

“The MBDA Business Center has gone above and beyond on many occasions to help promote our products and introduce us to new opportunities.”

— Susan Schmidt, President and CEO
Ashford International

LOUISIANA

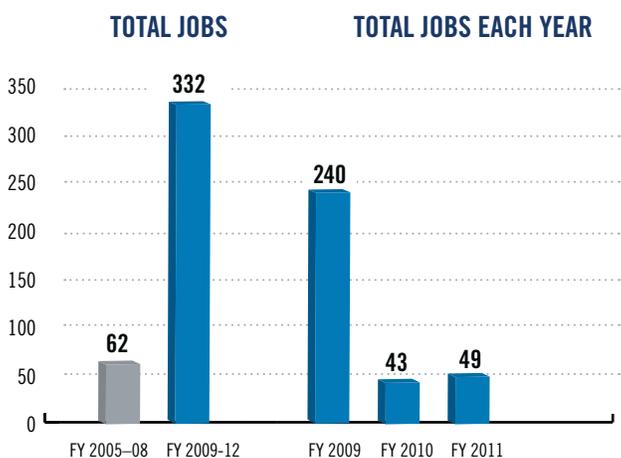


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With MBDA Assistance, Client Increases Ability to Create New Jobs

Lee Jackson founded Jackson Offshore Operators LLC, a marine services company supporting the offshore oil and gas industry. Looking to expand opportunities for his enterprise, Jackson partnered with the New Orleans MBDA Business Center in April of 2012. MBDA staff provided business matchmaking and direct facilitation of services between Jackson Offshore and various decision makers with companies in the petro-chemical industry. By September of 2012, Jackson Offshore had secured a deal with Chevron to provide vessel support for offshore operations. The multi-year contract, valued in excess of \$100 million, is expected to result in the creation of 120 new jobs. After a 600% growth in gross revenues since becoming an MBDA client, Jackson Offshore plans to continue to work with MBDA of New Orleans to facilitate future opportunities.



332[†]
JOBS CREATED
FY 2009-12

\$60 MILLION
IN CONTRACTS AND CAPITAL

LOUISIANA EXPORTERS^g

	NUMBER OF FIRMS	FIRMS WITH EXPORTS
Minority-Owned	83,279	2.7%
Non-Minority-Owned	275,944	2.7%

TOP DESTINATIONS FOR LOUISIANA EXPORTS^h

China		\$9.3 billion
Mexico		\$6.5 billion
Japan		\$3.8 billion
Netherlands		\$3.6 billion
Canada		\$2.7 billion

KEY: = 1 Billion

Louisiana exports reached **\$632 BILLION** in 2012 — a **15%** increase over 2011.¹

FY 2012 Louisiana Performance At-A-Glance

 Total Awards	\$60,663,490
 Contracts	\$60,663,490

MINORITY BUSINESS COMMUNITY AT-A-GLANCE^A

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

MBDA CLIENT ASSISTANCE BY SECTOR

	PRIVATE SECTOR	FEDERAL GOVERNMENT	STATE GOVERNMENT	LOCAL GOVERNMENT	NOT DISCLOSED	TOTAL
Dollar Value of Contracts	\$ 60,000,000	\$ 663,490	—	—	—	\$ 60,663,490
Dollar Value of Capital	—	—	—	—	—	—
Number of Contracts	1	3	—	—	—	4
Number of Capital Transactions	—	—	—	—	—	—
TOTAL TRANSACTIONS	1	3	—	—	—	4

MBDA CLIENT ASSISTANCE BY INDUSTRY

	NUMBER OF TRANSACTIONS	VALUE OF TRANSACTIONS
Construction	3	\$ 663,490
Wholesale Trade	1	60,000,000

MASSACHUSETTS



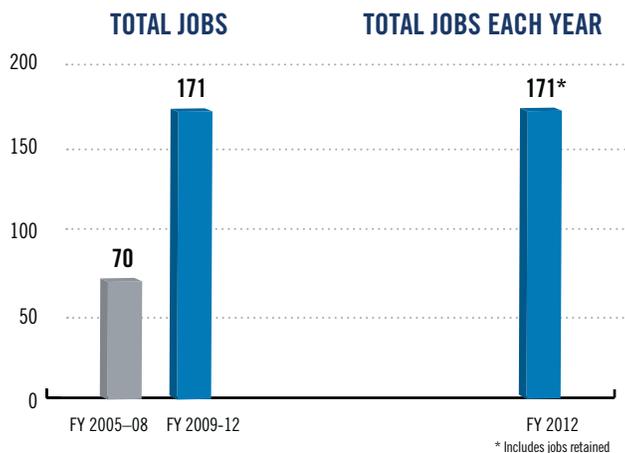
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J&J Contractors Expands Client Portfolio through an MBDA Partnership

J&J Contractors, Inc., an MBDA client in fiscal year 2012, is a Massachusetts-based construction management and general contracting firm. J&J contacted the Boston MBDA Business Center to leverage the MBDA's extensive procurement relationships and expand their client portfolio.

The MBDA was instrumental in brokering a key meeting with the Commonwealth of Massachusetts Division of Capital Asset Management and Maintenance (DCAMM). J&J subsequently secured a contract worth more than \$13 million. As an added benefit, a white paper that J&J prepared prompted the DCAMM Commissioner to rewrite language describing laws related to construction to make it easier for companies like J&J to do business with the Commonwealth.



171[†]

FY 2012 JOBS CREATED AND RETAINED

\$26 MILLION

IN CONTRACTS AND CAPITAL

MASSACHUSETTS EXPORTERS^g

	NUMBER OF FIRMS	FIRMS WITH EXPORTS
Minority-Owned	64,998	5.2%
Non-Minority-Owned	506,945	5.4%

TOP DESTINATIONS FOR MASSACHUSETTS EXPORTS^h

Canada	\$3.4 billion
UK	\$2.6 billion
Japan	\$2.0 billion
China	\$1.9 billion
Germany	\$1.8 billion

KEY: = 1 Billion

Massachusetts exports exceeded
\$25 BILLION in 2012.¹

FY 2012 Massachusetts Performance At-A-Glance

 Total Awards	\$25,846,898
 Contracts	\$24,296,898
 Capital	\$ 1,550,000
 Total Jobs Created and Retained.....	171

MINORITY BUSINESS COMMUNITY AT-A-GLANCE^A

BUSINESS OWNER	NUMBER OF FIRMS	GROSS RECEIPTS (\$1000S)	AVERAGE GROSS RECEIPTS	PAID EMPLOYEES
African American	20,542	\$ 1,741,816	\$ 84,793	10,568
American Indian & Alaska Native	2,294	219,697	95,770	1,320
Asian American	26,578	6,752,109	254,049	48,982
Native Hawaiian & Pacific Islander	260	26,713	102,742	126
Hispanic American	19,410	2,438,786	125,646	16,628
All Minority	64,998	11,504,423	176,997	77,514

MBDA CLIENT ASSISTANCE BY SECTOR

	PRIVATE SECTOR	FEDERAL GOVERNMENT	STATE GOVERNMENT	LOCAL GOVERNMENT	NOT DISCLOSED	TOTAL
Dollar Value of Contracts	\$ 24,012,362	–	\$ 60,000	–	\$ 224,536	\$ 24,296,898
Dollar Value of Capital	1,200,000	–	350,000	–	–	\$ 1,550,000
Number of Contracts	17	–	1	–	1	19
Number of Capital Transactions	2	–	2	–	–	4
TOTAL TRANSACTIONS	19	–	3	–	1	23

MBDA CLIENT ASSISTANCE BY INDUSTRY

	NUMBER OF TRANSACTIONS	VALUE OF TRANSACTIONS
Construction	2	\$ 13,267,222
Manufacturing	4	355,900
Services	8	8,213,776
Transportation, Warehousing & Public Utilities	1	1,000,000
Wholesale Trade	8	3,010,000

Michigan exports increased
10% in 2012 — \$56.9 BILLION.¹

FY 2012 Michigan Performance At-A-Glance

 Total Awards	\$134,354,305
 Contracts	\$120,454,305
 Capital	\$ 13,900,000
 Total Jobs Created and Retained.....	3,284

MINORITY BUSINESS COMMUNITY AT-A-GLANCE^A

BUSINESS OWNER	NUMBER OF FIRMS	GROSS RECEIPTS (\$1000S)	AVERAGE GROSS RECEIPTS	PAID EMPLOYEES
African American	72,554	\$ 4,694,384	\$ 64,702	30,874
American Indian & Alaska Native	6,079	754,576	124,128	5,160
Asian American	21,589	7,740,865	358,556	66,293
Native Hawaiian & Pacific Islander	487	281,022	577,047	1,046
Hispanic American	10,770	3,876,360	359,922	18,508
All Minority	108,932	17,485,956	160,522	122,413

MBDA CLIENT ASSISTANCE BY SECTOR

	PRIVATE SECTOR	FEDERAL GOVERNMENT	STATE GOVERNMENT	LOCAL GOVERNMENT	NOT DISCLOSED	TOTAL
Dollar Value of Contracts	\$ 120,454,305	—	—	—	—	\$ 120,454,305
Dollar Value of Capital	13,900,000	—	—	—	—	\$ 13,900,000
Number of Contracts	10	—	—	—	—	10
Number of Capital Transactions	1	—	—	—	—	1
TOTAL TRANSACTIONS	11	—	—	—	—	11

MBDA CLIENT ASSISTANCE BY INDUSTRY

	NUMBER OF TRANSACTIONS	VALUE OF TRANSACTIONS
Manufacturing	3	\$ 110,000,000
Services	3	17,921,600
Transportation, Warehousing & Public Utilities	5	6,432,705

“I could not have done it without MBDA’s help. Everyone I’ve worked with helped show me the right paths to take. They’ve never lost their patience and have given me great marketing advice.”

— Sandeep Narang, Founder and CEO
All American Embroidery

FY 2012 Minnesota Performance At-A-Glance

	Total Awards	\$86,320,180
	Contracts	\$80,606,542
	Capital	\$ 5,713,638
	Total Jobs Created and Retained.....	201

MINORITY BUSINESS COMMUNITY AT-A-GLANCE^A

BUSINESS OWNER	NUMBER OF FIRMS	GROSS RECEIPTS (\$1000S)	AVERAGE GROSS RECEIPTS	PAID EMPLOYEES
African American	12,454	\$ 917,611	\$ 73,680	10,476
American Indian & Alaska Native	2,890	538,135	186,206	4,180
Asian American	11,371	2,356,867	207,270	16,950
Native Hawaiian & Pacific Islander	Data not available	Data not available	N/A	Data not available
Hispanic American	5,002	1,609,830	321,837	5,970
All Minority	31,074	5,524,673	177,791	37,805

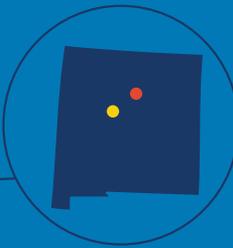
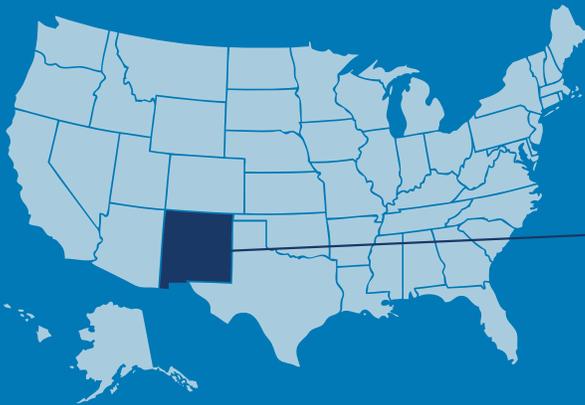
MBDA CLIENT ASSISTANCE BY SECTOR

	PRIVATE SECTOR	FEDERAL GOVERNMENT	STATE GOVERNMENT	LOCAL GOVERNMENT	NOT DISCLOSED	TOTAL
Dollar Value of Contracts	\$ 31,099,116	\$ 18,134,627	\$ 13,798,657	\$ 17,574,142	–	\$ 80,606,542
Dollar Value of Capital	5,713,638	–	–	–	–	\$ 5,713,638
Number of Contracts	35	7	5	9	–	56
Number of Capital Transactions	26	–	–	–	–	26
TOTAL TRANSACTIONS	61	7	5	9	–	82

MBDA CLIENT ASSISTANCE BY INDUSTRY

	NUMBER OF TRANSACTIONS	VALUE OF TRANSACTIONS		NUMBER OF TRANSACTIONS	VALUE OF TRANSACTIONS
Construction	46	\$ 41,460,243	Services	12	\$ 3,109,484
Manufacturing	1	100,000	Transportation, Warehousing & Public Utilities	5	5,304,007
Mining	1	500,000	Wholesale Trade	15	35,468,446
Retail Trade	2	378,000			

NEW MEXICO



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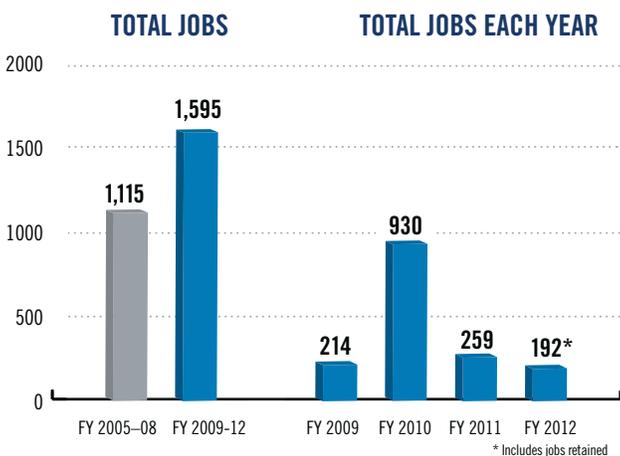
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MBDA Facilitates Capital for Mountain Air Helicopters

Mountain Air Helicopters has been a client of the Albuquerque MBDA Business Center for 10 years. In FY 2012, they helped restructure Mountain Air's accounting methods to accurately reflect the company's net worth and net operating income. This enabled the owner, Dwight Jones, to secure a \$4.1 million loan for the purchase of two new helicopters, and add two pilots and one mechanic to his crew.

Dwight Jones' love of flight and entrepreneurial spirit drove him to start Albuquerque-based Mountain Air Helicopters. Like most minority-owned businesses, getting off the ground was difficult due to repeated denials for business loans.

"The Albuquerque MBDA Business Center has been a key factor contributing to our growth and success. When we first came to the MBDA for help we operated with one leased helicopter because we could not raise enough capital to purchase one. We now own ten!" said Dwight Jones, President, Mountain Air Helicopters.



192[†]

FY 2012 JOBS CREATED AND RETAINED

\$98 MILLION

IN CONTRACTS AND CAPITAL

NEW MEXICO EXPORTERS^G

	NUMBER OF FIRMS	FIRMS WITH EXPORTS
Minority-Owned	48,976	2.6%
Non-Minority-Owned	96,255	5.4%

TOP DESTINATIONS FOR NEW MEXICO EXPORTS^H

Israel	\$1.3 billion
Mexico	\$618 million
Canada	\$324 million
China	\$77 million
Germany	\$73 million

KEY: = 1 Billion = 100 Million

New Mexico exports reached
\$3 BILLION in 2012. Up **42%!**

FY 2012 New Mexico Performance At-A-Glance

 Total Awards	\$97,814,283
 Contracts	\$49,926,361
 Capital	\$47,887,922
 Total Jobs Created and Retained.....	192

MINORITY BUSINESS COMMUNITY AT-A-GLANCE^A

BUSINESS OWNER	NUMBER OF FIRMS	GROSS RECEIPTS (\$1000S)	AVERAGE GROSS RECEIPTS	PAID EMPLOYEES
African American	1,943	\$ 432,037	\$ 222,356	1,759
American Indian & Alaska Native	8,313	697,166	83,865	3,828
Asian American	3,321	1,105,332	332,831	10,739
Native Hawaiian & Pacific Islander	134	7,700	57,463	91
Hispanic American	37,195	6,514,745	175,151	50,021
All Minority	48,976	8,639,040	176,393	65,131

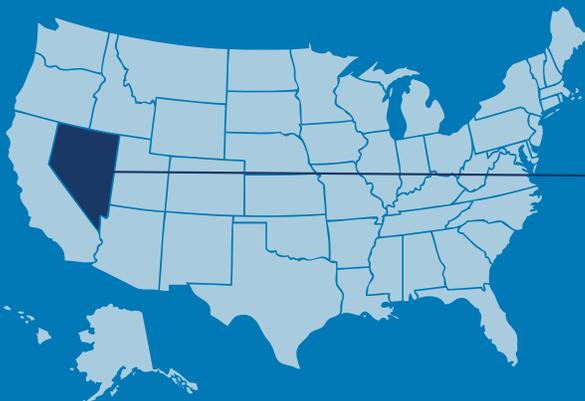
MBDA CLIENT ASSISTANCE BY SECTOR

	PRIVATE SECTOR	FEDERAL GOVERNMENT	STATE GOVERNMENT	LOCAL GOVERNMENT	NOT DISCLOSED	TOTAL
Dollar Value of Contracts	\$ 2,513,199	\$ 22,638,002	—	\$ 24,775,160	—	\$ 49,926,361
Dollar Value of Capital	36,781,847	7,693,638	—	3,412,437	—	\$ 47,887,922
Number of Contracts	5	20	—	7	—	32
Number of Capital Transactions	16	3	—	1	—	20
TOTAL TRANSACTIONS	21	23	—	8	—	52

MBDA CLIENT ASSISTANCE BY INDUSTRY

	NUMBER OF TRANSACTIONS	VALUE OF TRANSACTIONS		NUMBER OF TRANSACTIONS	VALUE OF TRANSACTIONS
Agriculture, Forestry, Fishing & Hunting	4	\$ 1,905,426	Retail Trade	1	\$ 23,294,118
Construction	33	49,287,485	Services	11	14,570,761
Finance, Insurance & Real Estate	1	3,412,437	Transportation, Warehousing & Public Utilities	1	4,100,000
Mining	1	1,244,056			

NEVADA

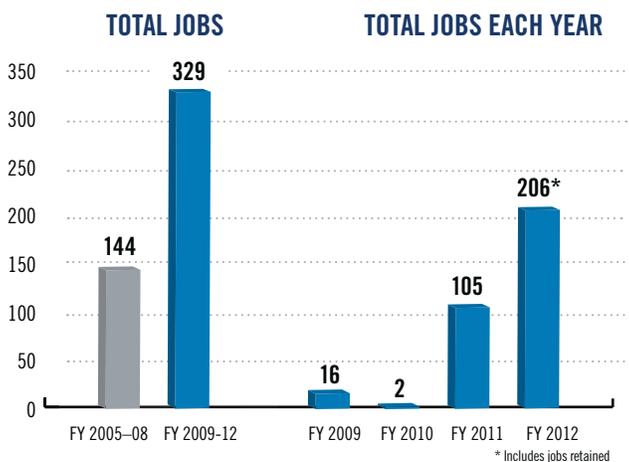


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Richardson Constructing Obtains \$10 Million Contract Thanks to the MBDA

Working closely with Nevada state officials, the Las Vegas MBDA Business Center identified a golden opportunity for its client, Richardson Construction, who ultimately won the \$10 million contract to build a facility for the Nevada State Department of Veterans Affairs. As a result, Richardson Construction was able to retain six employees who were slated for lay-off and create six new jobs to complete the project.



206[†]

FY 2012 JOBS CREATED AND RETAINED

\$55 MILLION

IN CONTRACTS AND CAPITAL

NEVADA EXPORTERS^G

	NUMBER OF FIRMS	FIRMS WITH EXPORTS
Minority-Owned	45,533	4%
Non-Minority-Owned	158,110	5.4%

TOP DESTINATIONS FOR NEVADA EXPORTS^H

	Switzerland	    	\$3.7 billion
	India	 	\$1.8 billion
	Canada	 	\$1.4 billion
	China	    	\$561 million
	Mexico	   	\$330 million

KEY:  = 1 Billion  = 100 Million

Nevada exports reached an all-time high of **\$10.2 BILLION** in 2012. Up **28%!**

FY 2012 Nevada Performance At-A-Glance

 Total Awards	\$55,359,980
 Contracts	\$18,150,247
 Capital	\$37,209,733
 Total Jobs Created and Retained.....	206

MINORITY BUSINESS COMMUNITY AT-A-GLANCE^A

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

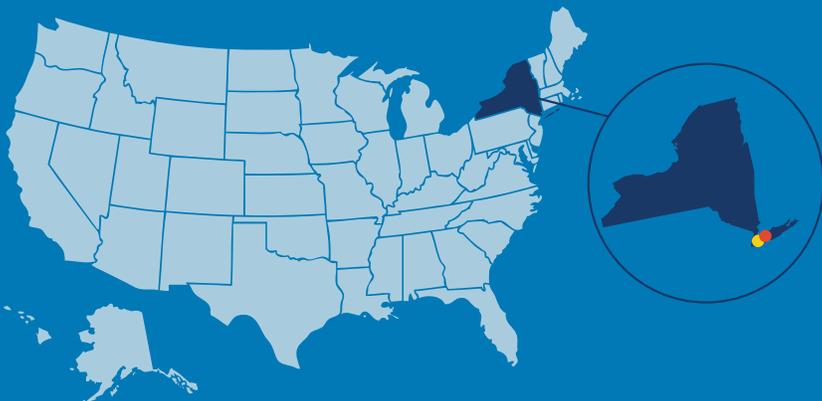
MBDA CLIENT ASSISTANCE BY SECTOR

	PRIVATE SECTOR	FEDERAL GOVERNMENT	STATE GOVERNMENT	LOCAL GOVERNMENT	NOT DISCLOSED	TOTAL
Dollar Value of Contracts	\$ 629,720	\$ 1,027,193	\$ 4,652,665	\$ 11,840,669	–	\$ 18,150,247
Dollar Value of Capital	37,209,733	–	–	–	–	\$ 37,209,733
Number of Contracts	4	2	2	2	–	10
Number of Capital Transactions	4	–	–	–	–	4
TOTAL TRANSACTIONS	8	2	2	2	–	14

MBDA CLIENT ASSISTANCE BY INDUSTRY

	NUMBER OF TRANSACTIONS	VALUE OF TRANSACTIONS
Construction	8	\$ 18,094,747
Retail Trade	2	36,304,000
Services	4	961,233

NEW YORK



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12 Heyward Street
2nd Floor
Brooklyn, NY 11211

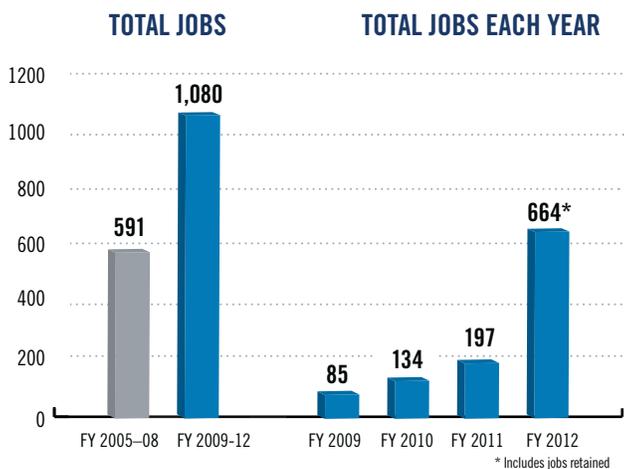
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yturner@odabdc.org

MBDA Helps Donnelly & Moore Corporation Weather Setbacks

When Donnelly & Moore Corp., a technology staffing and recruiting firm, got off the ground in 1997, it was a one-woman operation in one of the most competitive markets in the country, system conversions. Today, with revenues in excess of \$10 million, the firm has broadened its services, providing information technology staffing and full life cycle software development solutions to both public and private organizations.

Despite major setbacks from 9-11 to super storm Sandy, the company has continued to grow — in part, thanks to help from the New York City MBDA Business Center. The Center provided marketing, consulting, and access to private contract opportunities. This has helped the company generate 30 new jobs with \$15 million in contracts during the past year.

“I urge minority-owned businesses — especially in the New York City area — to reach out to the MBDA. They help you connect with those large corporations that might otherwise not even look at you as a potential source,” said Eileen Guzzo, Founder.



664[†]

FY 2012 JOBS CREATED AND RETAINED

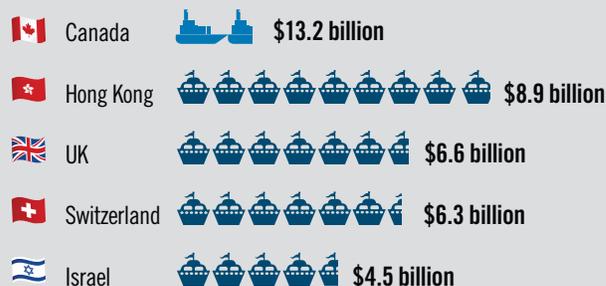
\$202 MILLION

IN CONTRACTS AND CAPITAL

NEW YORK EXPORTERS⁶

	NUMBER OF FIRMS	FIRMS WITH EXPORTS
Minority-Owned	537,544	5.2
Non-Minority-Owned	1,332,274	5.9

TOP DESTINATIONS FOR NEW YORK EXPORTS¹¹



KEY: = 10 Billion = 1 Billion

New York ranks **3rd** in exports with
\$79.2 BILLION in 2012.¹

FY 2012 New York Performance At-A-Glance

 Total Awards	\$202,191,168
 Contracts	\$175,702,487
 Capital	\$ 26,488,681
 Total Jobs Created and Retained.....	664

MINORITY BUSINESS COMMUNITY AT-A-GLANCE^A

BUSINESS OWNER	NUMBER OF FIRMS	GROSS RECEIPTS (\$1000S)	AVERAGE GROSS RECEIPTS	PAID EMPLOYEES
African American	204,004	\$ 12,589,106	\$ 61,710	66,581
American Indian & Alaska Native	13,071	1,545,134	118,211	6,400
Asian American	196,825	50,482,681	256,485	224,576
Native Hawaiian & Pacific Islander	1,852	179,533	96,940	876
Hispanic American	193,183	18,202,064	94,222	86,329
All Minority	537,544	79,419,259	147,745	370,061

MBDA CLIENT ASSISTANCE BY SECTOR

	PRIVATE SECTOR	FEDERAL GOVERNMENT	STATE GOVERNMENT	LOCAL GOVERNMENT	NOT DISCLOSED	TOTAL
Dollar Value of Contracts	\$ 111,173,900	\$ 4,020,709	\$ 60,031,549	\$ 476,330	–	\$ 175,702,487
Dollar Value of Capital	26,488,681	–	–	–	–	\$ 26,488,681
Number of Contracts	211	9	2	7	–	229
Number of Capital Transactions	17	–	–	–	–	17
TOTAL TRANSACTIONS	228	9	2	7	–	246

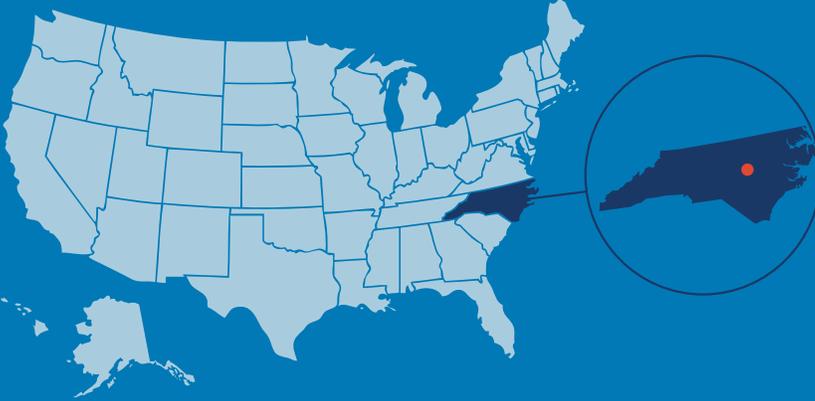
MBDA CLIENT ASSISTANCE BY INDUSTRY

	NUMBER OF TRANSACTIONS	VALUE OF TRANSACTIONS		NUMBER OF TRANSACTIONS	VALUE OF TRANSACTIONS
Construction	44	\$ 65,760,671	Mining	2	\$ 406,500
Finance, Insurance & Real Estate	15	24,476,903	Retail Trade	1	30,000
Information	1	15,300,000	Services	10	63,691,923
Manufacturing	171	32,503,773	Wholesale Trade	2	21,399

“I urge minority-owned businesses to reach out to the MBDA in New York.”

— Eileen Guzzo, Founder
Donnelly & Moore Corp.

NORTH CAROLINA



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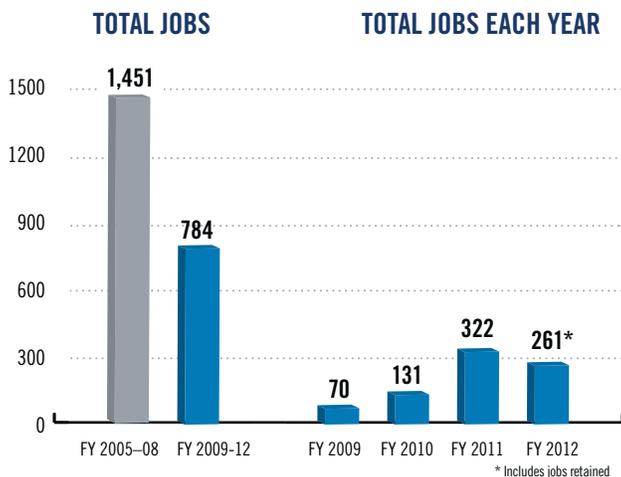
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MBDA's Assistance Leads Firm to Business Acquisition

Core Technology Molding Corp., a plastic injection molding solutions provider, became a client of the Raleigh MBDA Business Center in 2010. The Center was a significant supporter of Core Technology Molding, advising on business valuation and giving input on prospective investments and business acquisitions.

The Center also made connections with potential investors and various financial resources. As a result of these services, Core Technology Molding secured contracts valued at over \$1.1 million, relocated to a new facility, retained 10 jobs, and hired 18 new employees from surrounding communities.

"The MBDA had more confidence in me and my business model than I did. They helped extract the value so I could clearly see that I was going down the right path with my business model," said Geoff Foster, Founder and CEO.



261[†]

FY 2012 JOBS CREATED AND RETAINED

\$61 MILLION

IN CONTRACTS AND CAPITAL

NORTH CAROLINA EXPORTERS^G

	NUMBER OF FIRMS	FIRMS WITH EXPORTS
Minority-Owned	131,728	3.5
Non-Minority-Owned	634,155	3.9

TOP DESTINATIONS FOR NORTH CAROLINA EXPORTS^H

🇨🇦 Canada  \$7.0 billion

🇨🇳 China  \$2.5 billion

🇲🇽 Mexico  \$2.3 billion

🇯🇵 Japan  \$1.7 billion

🇩🇪 Germany  \$1.0 billion

KEY:  = 1 Billion

North Carolina is home to
10 MILITARY INSTALLATIONS,
where MBDA helps clients find and
secure government contracts.

FY 2012 North Carolina Performance At-A-Glance

 Total Awards	\$61,388,011
 Contracts	\$47,094,685
 Capital	\$14,293,326
 Total Jobs Created and Retained.....	261

MINORITY BUSINESS COMMUNITY AT-A-GLANCE^A

BUSINESS OWNER	NUMBER OF FIRMS	GROSS RECEIPTS (\$1000S)	AVERAGE GROSS RECEIPTS	PAID EMPLOYEES
African American	83,919	\$ 5,422,332	\$ 64,614	58,100
American Indian & Alaska Native	8,024	1,100,167	137,110	8,158
Asian American	20,157	5,890,702	292,241	44,288
Native Hawaiian & Pacific Islander	451	35,122	77,876	110
Hispanic American	21,301	4,183,719	196,410	18,997
All Minority	131,728	16,108,472	122,286	129,493

MBDA CLIENT ASSISTANCE BY SECTOR

	PRIVATE SECTOR	FEDERAL GOVERNMENT	STATE GOVERNMENT	LOCAL GOVERNMENT	NOT DISCLOSED	TOTAL
Dollar Value of Contracts	\$ 47,094,685	—	—	—	—	\$ 47,094,685
Dollar Value of Capital	13,289,637	—	1,003,689	—	—	\$ 14,293,326
Number of Contracts	15	—	—	—	—	15
Number of Capital Transactions	8	—	2	—	—	10
TOTAL TRANSACTIONS	23	—	2	—	—	25

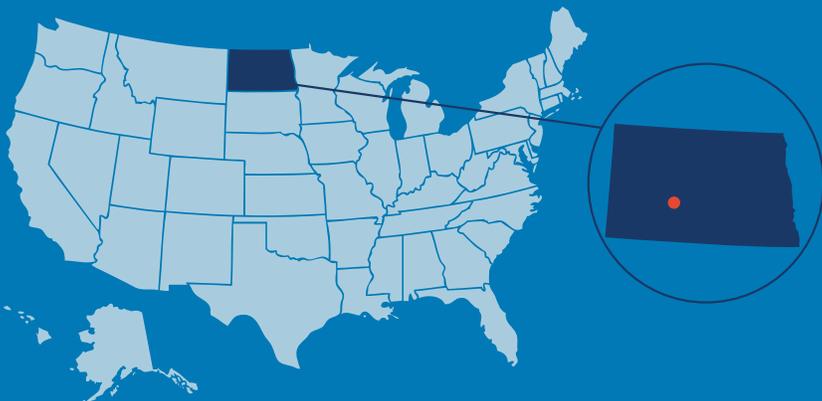
MBDA CLIENT ASSISTANCE BY INDUSTRY

	NUMBER OF TRANSACTIONS	VALUE OF TRANSACTIONS		NUMBER OF TRANSACTIONS	VALUE OF TRANSACTIONS
Construction	18	\$ 37,661,252	Transportation, Warehousing & Public Utilities	3	\$ 887,500
Manufacturing	3	22,659,259			
Other	1	180,000			

“The MBDA believed in me and encouraged me to push through the worst recession since the Great Depression and see 200% growth.”

— Geoff Foster, Founder and CEO
Core Technology Molding Corp.

NORTH DAKOTA

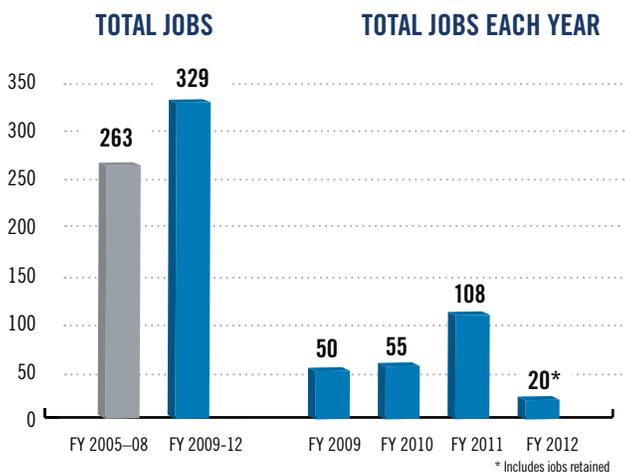


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Marion Trucking Sees Significant Growth

Marion Trucking & Construction has been a client of the Bismarck MBDA since 2003. Since that time, owner Terry Mason has seen his company grow significantly. The company generated \$100,000 per year in trucking and construction in its early years and grew to almost \$12 million in gross earnings by 2010. In March of 2012, through the efforts of the Bismarck MBDA Business Center staff, Marion Trucking & Construction was awarded over \$14 million in contracts and capital in fiscal year 2012.



20[†]

FY 2012 JOBS CREATED AND RETAINED

\$24 MILLION

IN CONTRACTS AND CAPITAL

NORTH DAKOTA EXPORTERS^g

	NUMBER OF FIRMS	FIRMS WITH EXPORTS
Minority-Owned	1,773	6.4%
Non-Minority-Owned	56,215	4.1%

TOP DESTINATIONS FOR NORTH DAKOTA EXPORTS^h

	Canada	 \$3.1 billion
	Mexico	 \$282 million
	Australia	 \$124 million
	Belgium	 77 million
	Russia	 \$55 million

KEY:  = 1 Billion  = 100 Million

North Dakota exports increased **28%**
in 2012 to **\$4.3 BILLION.**¹

FY 2012 North Dakota Performance At-A-Glance

 Total Awards	\$24,120,679
 Contracts	\$17,001,061
 Capital	\$ 7,119,618
 Total Jobs Created and Retained.....	20

MINORITY BUSINESS COMMUNITY AT-A-GLANCE^A

BUSINESS OWNER	NUMBER OF FIRMS	GROSS RECEIPTS (\$1000S)	AVERAGE GROSS RECEIPTS	PAID EMPLOYEES
African American	163	\$ 114,873	\$ 704,742	Data not released
American Indian & Alaska Native	988	198,309	200,718	1,436
Asian American	412	151,332	367,311	1,469
Native Hawaiian & Pacific Islander	25	1,018	40,720	0
Hispanic American	287	20,484	71,373	651
All Minority	1,773	485,157	273,636	3,786

MBDA CLIENT ASSISTANCE BY SECTOR

	PRIVATE SECTOR	FEDERAL GOVERNMENT	STATE GOVERNMENT	LOCAL GOVERNMENT	NOT DISCLOSED	TOTAL
Dollar Value of Contracts	\$ 7,206,249	\$ 9,794,812	–	–	–	\$ 17,001,061
Dollar Value of Capital	7,119,618	–	–	–	–	\$ 7,119,618
Number of Contracts	2	2	–	–	–	4
Number of Capital Transactions	2	–	–	–	–	2
TOTAL TRANSACTIONS	4	2	–	–	–	6

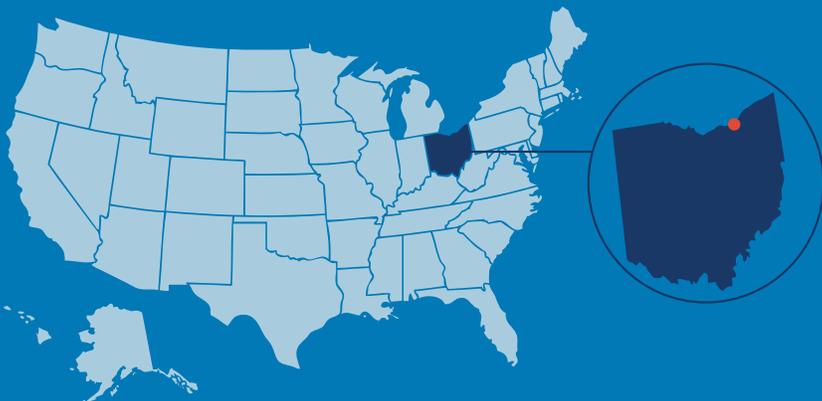
MBDA CLIENT ASSISTANCE BY INDUSTRY

	NUMBER OF TRANSACTIONS	VALUE OF TRANSACTIONS
Construction	6	\$ 24,120,679

“We have an exceptional relationship with the Bismark MBDA Business Center. The people there have been instrumental to our success and I thank them for their help and concern. They have helped us with financing, business plans, and overall suggestions that have been helpful in many areas.”

Terry Marion, Owner
Marion Trucking & Construction

OHIO

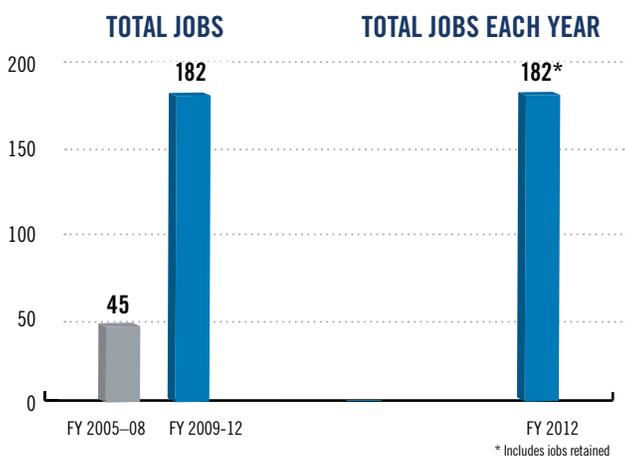


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Chief Procurement Officers Roundtable Provides Access to Purchasing Officials

In 2012 the Cleveland MBDA Business Center launched the “Chief Procurement Officers Roundtable” to facilitate meetings between the best, brightest, and most capable suppliers with key purchasing officials from the private and public sectors. As a result of this initiative, PuroClean Professional Services, an emergency property restoration firm, secured a \$1.5 million contract to service multiple facilities across six-states. Originally established as a two-person operation, the company has experienced tremendous growth and now has 22 employees.



182[†]

FY 2012 JOBS CREATED AND RETAINED

\$18 MILLION

IN CONTRACTS AND CAPITAL

OHIO EXPORTERS^G

	NUMBER OF FIRMS	FIRMS WITH EXPORTS
Minority-Owned	82,387	3.6%
Non-Minority-Owned	781,252	4.6%

TOP DESTINATIONS FOR OHIO EXPORTS^H

 Canada	 \$19.6 billion
 Mexico	 \$4.7 billion
 China	 \$2.8 billion
 France	 \$2.7 billion
 Brazil	 \$1.6 billion

KEY:  = 10 Billion  = 1 Billion

Ohio ranks **10th** nationwide in exports with **\$49 BILLION** in 2012.¹

FY 2012 Ohio Performance At-A-Glance

 Total Awards	\$17,686,814
 Contracts	\$10,715,456
 Capital	\$ 6,971,358
 Total Jobs Created and Retained.....	182

MINORITY BUSINESS COMMUNITY AT-A-GLANCE^A

BUSINESS OWNER	NUMBER OF FIRMS	GROSS RECEIPTS (\$1000S)	AVERAGE GROSS RECEIPTS	PAID EMPLOYEES
African American	52,136	\$ 4,690,810	\$ 89,973	33,298
American Indian & Alaska Native	2,989	577,542	193,222	4,273
Asian American	18,198	6,756,316	371,267	51,478
Native Hawaiian & Pacific Islander	Data not released	Data not released	N/A	Data not released
Hispanic American	9,722	2,258,522	232,310	11,562
All Minority	82,387	14,460,756	175,522	101,062

MBDA CLIENT ASSISTANCE BY SECTOR

	PRIVATE SECTOR	FEDERAL GOVERNMENT	STATE GOVERNMENT	LOCAL GOVERNMENT	NOT DISCLOSED	TOTAL
Dollar Value of Contracts	\$ 3,293,657	—	—	\$ 7,421,799	—	\$ 10,715,456
Dollar Value of Capital	5,421,358	1,550,000	—	—	—	\$ 6,971,358
Number of Contracts	13	—	—	6	—	19
Number of Capital Transactions	15	1	—	—	—	16
TOTAL TRANSACTIONS	28	1	—	6	—	35

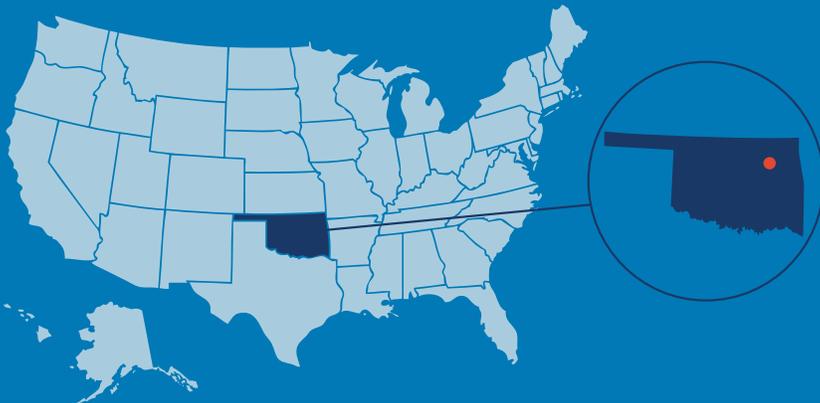
MBDA CLIENT ASSISTANCE BY INDUSTRY

	NUMBER OF TRANSACTIONS	VALUE OF TRANSACTIONS
Construction	15	\$ 11,801,608
Manufacturing	13	3,571,945
Services	7	2,313,261

“The Cleveland MBDA Business Center and their network of resources have been instrumental in providing coaching, mentoring, networking and business development opportunities.”

— George Cruz, CEO
PuroClean Professional Services

OKLAHOMA

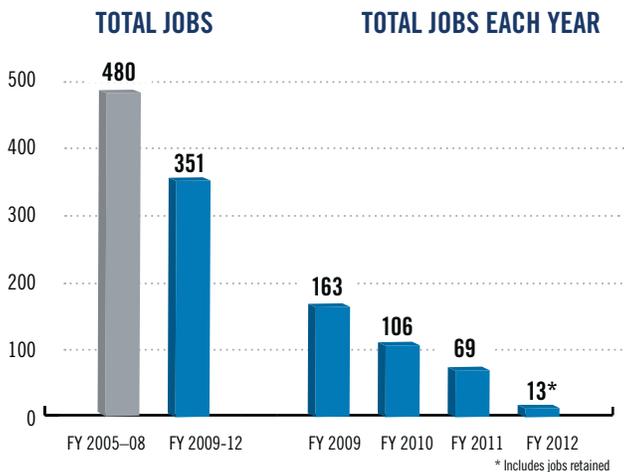


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Contech, Inc. Created and Retained 58 Jobs with MBDA Assistance

Contech, Inc. is a General Contractor located in Broken Arrow, OK, with high performance capabilities in the area of site development and concrete. Owner Bryan Adair joined forces with the Tulsa MBDA Business Center with the goal of growing the company. MBDA staff worked with the company to apply for 8(a) certification, and helped open up connections and access to contracting and surety bonding. As a result, Contech secured contracts and capital in excess of \$5.5 million in 2012. These efforts retained 39 jobs and created 19 additional jobs.



351[†]
JOBS CREATED
FY 2009-12

\$36 MILLION
IN CONTRACTS AND CAPITAL

OKLAHOMA EXPORTERS^g

	NUMBER OF FIRMS	FIRMS WITH EXPORTS
Minority-Owned	44,941	3.2%
Non-Minority-Owned	265,958	3.0%

TOP DESTINATIONS FOR OKLAHOMA EXPORTS^h

Canada	\$2.0 billion
Mexico	\$620 million
Japan	\$433 million
China	\$333 million
Singapore	\$230 million

KEY: = 1 Billion = 100 Million

Energy-related industries — machinery manufacturing, natural gas, engineering, and distribution — contribute to the Oklahoma economy, of which **\$6.6 BILLION** was from exports in 2012.¹

FY 2012 Oklahoma Performance At-A-Glance

 Total Awards	\$35,807,484
 Contracts	\$13,907,136
 Capital	\$21,900,348
 Total Jobs Created and Retained.....	13

MINORITY BUSINESS COMMUNITY AT-A-GLANCE^A

BUSINESS OWNER	NUMBER OF FIRMS	GROSS RECEIPTS (\$1000S)	AVERAGE GROSS RECEIPTS	PAID EMPLOYEES
African American	10,449	\$ 653,996	\$ 62,589	6,085
American Indian & Alaska Native	21,212	4,518,481	213,015	26,627
Asian American	6,736	1,802,217	267,550	15,673
Native Hawaiian & Pacific Islander	150	18,108	120,720	136
Hispanic American	7,663	1,661,273	216,791	8,940
All Minority	44,941	8,614,044	191,675	56,794

MBDA CLIENT ASSISTANCE BY SECTOR

	PRIVATE SECTOR	FEDERAL GOVERNMENT	STATE GOVERNMENT	LOCAL GOVERNMENT	NOT DISCLOSED	TOTAL
Dollar Value of Contracts	\$ 4,496,666	\$ 6,934,560	\$ 2,475,910	—	—	\$ 13,907,136
Dollar Value of Capital	14,472,618	—	7,427,730	—	—	\$ 21,900,348
Number of Contracts	4	6	1	—	—	11
Number of Capital Transactions	8	—	3	—	—	11
TOTAL TRANSACTIONS	12	6	4	—	—	22

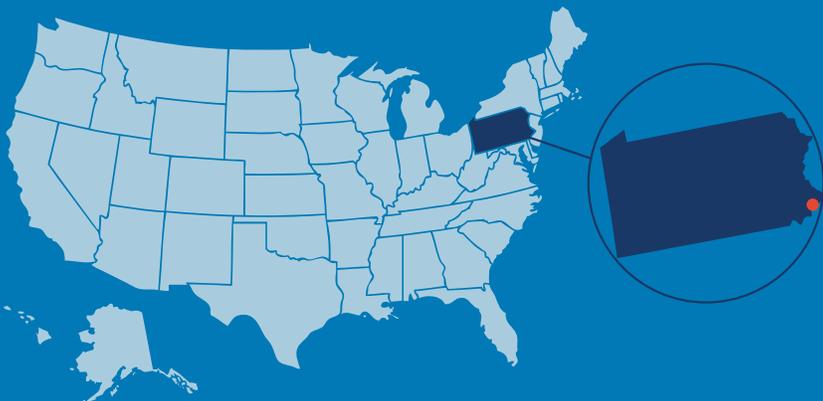
MBDA CLIENT ASSISTANCE BY INDUSTRY

	NUMBER OF TRANSACTIONS	VALUE OF TRANSACTIONS
Construction	15	\$ 27,799,193
Services	4	4,095,588
Wholesale Trade	3	3,912,703

“The MBDA Business Center has had a powerful impact on our moving from a 12 million dollar company to a \$20 million dollar company.”

— Bryan Adair, Owner
Contech, Inc.

PENNSYLVANIA



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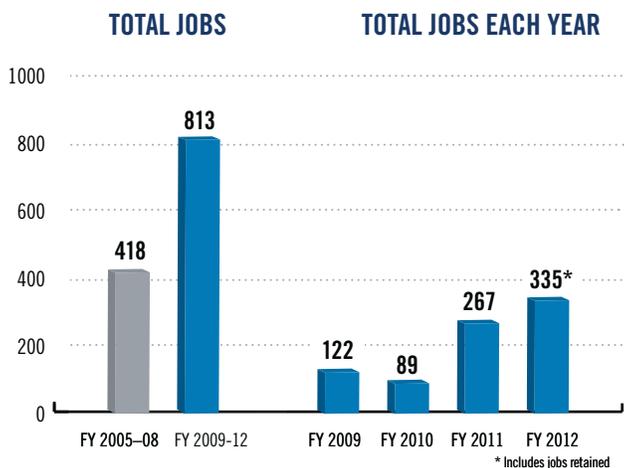
MBDA Business Expertise Opens Doors to New Capital

Swain Techs provides cybersecurity, model & simulation, engineering and information management solution services. When Swain Techs wanted to expand their business, the Philadelphia MBDA Business Center was there to help identify target clients in the public and private sectors. The MBDA also provided management consulting, business development services, and helped identify financing sources for working capital.

These efforts resulted in Swain Techs securing a \$3.9 million contract with the U.S. Department of Health and Human Services, saving 6 jobs and creating 4 others.

“MBDA’s team was instrumental in the recent success of our small business, providing us with connections to help open up new potential markets, gain access to working capital and meet potential clients.”

— Manuel Trujillo, President
Swain Techs



335[†]

FY 2012 JOBS CREATED AND RETAINED

\$40 MILLION

IN CONTRACTS AND CAPITAL

PENNSYLVANIA EXPORTERS⁶

	NUMBER OF FIRMS	FIRMS WITH EXPORTS
Minority-Owned	96,208	4.1%
Non-Minority-Owned	849,521	4.3%

TOP DESTINATIONS FOR PENNSYLVANIA EXPORTS^H

Canada	\$11.4 billion
China	\$2.9 billion
Mexico	\$2.8 billion
Germany	\$2.1 billion
UK	\$1.5 billion

KEY: = 10 Billion = 1 Billion

Pennsylvania is the national leader in food processing. Its **2,300** companies generate **\$39 BILLION** in exports in 2012.¹

FY 2012 Pennsylvania Performance At-A-Glance

 Total Awards	\$40,430,274
 Contracts	\$36,069,274
 Capital	\$ 4,361,000
 Total Jobs Created and Retained.....	335

MINORITY BUSINESS COMMUNITY AT-A-GLANCE^A

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

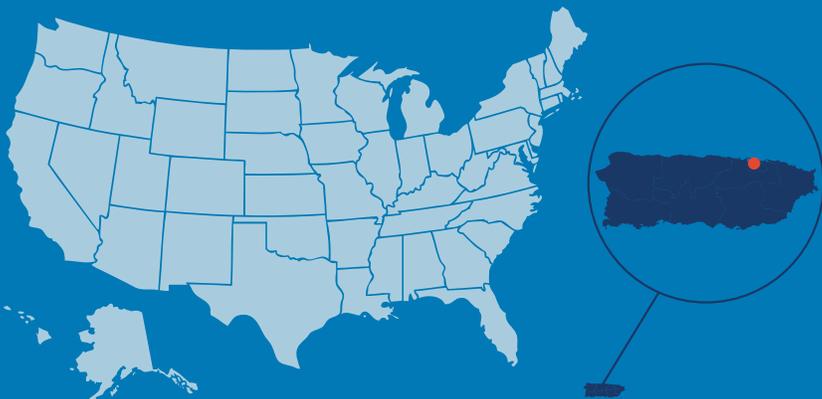
MBDA CLIENT ASSISTANCE BY SECTOR

	PRIVATE SECTOR	FEDERAL GOVERNMENT	STATE GOVERNMENT	LOCAL GOVERNMENT	NOT DISCLOSED	TOTAL
Dollar Value of Contracts	\$ 21,535,235	\$ 10,716,038	\$ 2,100,000	\$ 1,357,040	\$ 360,961	\$ 36,069,274
Dollar Value of Capital	2,787,000	—	1,550,000	—	24,000	\$ 4,361,000
Number of Contracts	12	7	1	2	1	23
Number of Capital Transactions	14	—	1	—	1	16
TOTAL TRANSACTIONS	26	7	2	2	2	39

MBDA CLIENT ASSISTANCE BY INDUSTRY

	NUMBER OF TRANSACTIONS	VALUE OF TRANSACTIONS		NUMBER OF TRANSACTIONS	VALUE OF TRANSACTIONS
Construction	9	\$ 9,975,235	Retail Trade	3	\$ 975,000
Finance, Insurance & Real Estate	3	1,592,000	Services	13	12,185,147
Mining	1	20,000	Wholesale Trade	9	15,658,892
Other	1	24,000			

PUERTO RICO



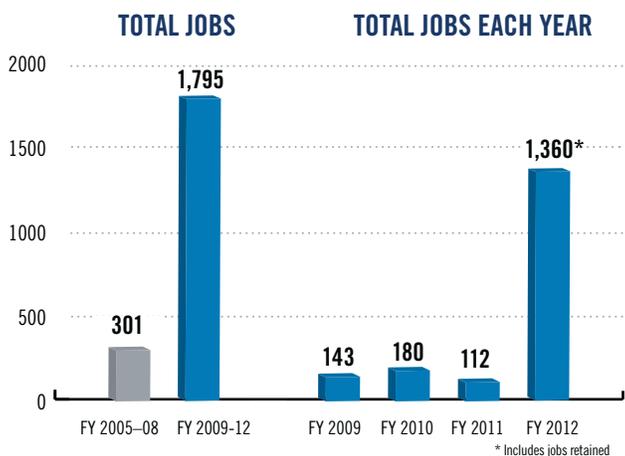
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Financial Proposal Helps Pandora Open New Location in Puerto Rico

Pandora Jewelry, an international jewelry chain, sought to expand their business into a new location in Puerto Rico's largest shopping mall. Securing capital for such a venture in the midst of economic uncertainty proved challenging, so Pandora turned to the Puerto Rico MBDA Business Center. After evaluating Pandora's business objectives, the MBDA developed a finance proposal and strategy that convinced the state-run Economic Development Bank to fund the project for \$0.5 million.

In the first six months of operation, the store met its 12-month revenue goal and currently reports revenues in excess of \$20 million.



1,360[†]
FY 2012 JOBS CREATED
AND RETAINED

\$289 MILLION
IN CONTRACTS AND CAPITAL



MBDA awarded its retail trade clients over \$11 million in contracts and capital.

Minority Business Community At-A-Glance information for Puerto Rico is not collected by the U.S. Census. Data not available for top destinations for Puerto Rico exports.

FY 2012 Puerto Rico Performance At-A-Glance

 Total Awards	\$288,732,278
 Contracts	\$152,219,832
 Capital	\$136,512,446
 Total Jobs Created and Retained.....	1,360

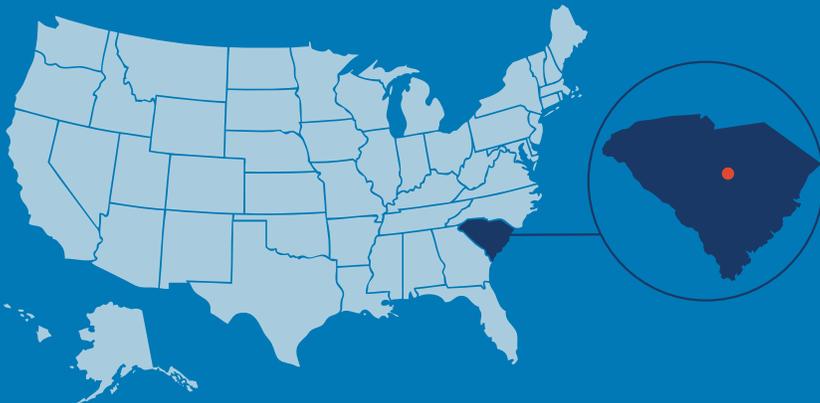
MBDA CLIENT ASSISTANCE BY SECTOR

	PRIVATE SECTOR	FEDERAL GOVERNMENT	STATE GOVERNMENT	LOCAL GOVERNMENT	NOT DISCLOSED	TOTAL
Dollar Value of Contracts	\$ 3,417,583	\$ 37,737,000	\$ 107,169,258	\$ 3,895,991	–	\$ 152,219,832
Dollar Value of Capital	136,325,471	–	186,975	–	–	\$ 136,512,446
Number of Contracts	6	1	28	9	–	44
Number of Capital Transactions	43	–	1	–	–	44
TOTAL TRANSACTIONS	49	1	29	9	–	88

MBDA CLIENT ASSISTANCE BY INDUSTRY

	NUMBER OF TRANSACTIONS	VALUE OF TRANSACTIONS
Construction	72	\$ 221,807,363
Manufacturing	1	89,533
Retail Trade	7	11,285,002
Services	6	54,621,247
Wholesale Trade	2	929,133

SOUTH CAROLINA



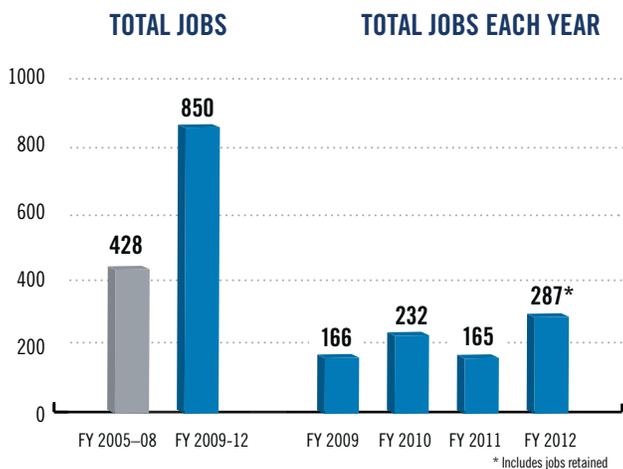
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ENVIRO Agscience Poised for Growth

MBDA client, ENVIRO AgScience, is a prime example of the benefits to be gained by working with the MBDA's entire network of business centers. Although ENVIRO was originally a client of the Columbia MBDA Business Center, Dr. Louis B. Lynn, Owner, was introduced to and began working with the Atlanta MBDA Business Center to expand into Georgia markets. Having won a \$12 million contract in Georgia in FY 2012, there is more growth in sight, as Dr. Lynn is poised to move ENVIRO into the additional markets such as Los Angeles for the California High Speed Rail project, again with the help of the national network of MBDA Business Centers.

Founded in 1985 ENVIRO offers prime contracting, general construction, and construction management, in addition to large-scale commercial landscaping with the assistance of the Columbia MBDA Business Center.



287[†]

FY 2012 JOBS CREATED AND RETAINED

\$13 MILLION

IN CONTRACTS AND CAPITAL

SOUTH CAROLINA EXPORTERS^G

	NUMBER OF FIRMS	FIRMS WITH EXPORTS
Minority-Owned	57,557	2.8%
Non-Minority-Owned	287,656	3.2%

TOP DESTINATIONS FOR SOUTH CAROLINA EXPORTS^H

Canada	\$4 billion
Germany	\$3.7 billion
China	\$3.2 billion
Mexico	\$2.0 billion
UK	\$1.4 billion

KEY: = 1 Billion

South Carolina exports reached
\$25 BILLION in 2012.¹

FY 2012 South Carolina Performance At-A-Glance

 Total Awards	\$12,630,170
 Contracts	\$12,435,170
 Capital	\$ 195,000
 Total Jobs Created and Retained.....	287

MINORITY BUSINESS COMMUNITY AT-A-GLANCE^A

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

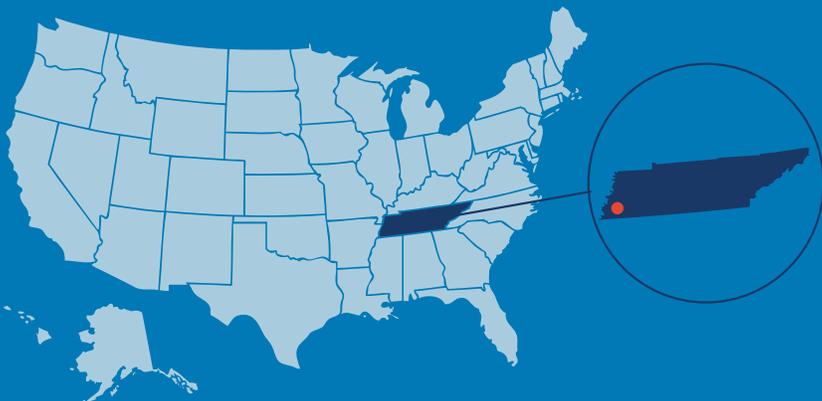
MBDA CLIENT ASSISTANCE BY SECTOR

	PRIVATE SECTOR	FEDERAL GOVERNMENT	STATE GOVERNMENT	LOCAL GOVERNMENT	NOT DISCLOSED	TOTAL
Dollar Value of Contracts	\$ 1,373,049	\$ 9,419,165	\$ 745,303	\$ 855,692	\$ 41,960	\$ 12,435,170
Dollar Value of Capital	155,000	40,000	—	—	—	\$ 195,000
Number of Contracts	2	14	2	7	1	26
Number of Capital Transactions	4	1	—	—	—	5
TOTAL TRANSACTIONS	6	15	2	7	1	31

MBDA CLIENT ASSISTANCE BY INDUSTRY

	NUMBER OF TRANSACTIONS	VALUE OF TRANSACTIONS
Construction	16	\$ 10,820,859
Manufacturing	2	13,781
Services	13	1,795,530

TENNESSEE



● Memphis MBDA Business Center
158 Madison Avenue
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Memphis, TN 38103

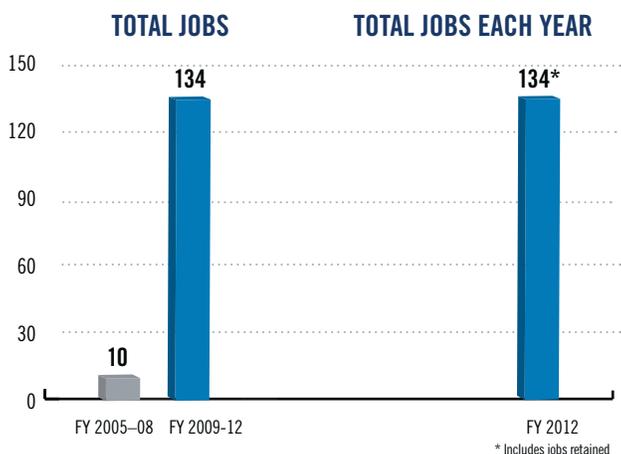
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\$11 Million Contract Yields Premium Healthcare Equipment for Olive Branch

When the Memphis MBDA Business Center learned about a major construction project, they sprang in to action to ensure that the prime contractor, Turner Construction, had the right contractors to complete the job. The Center organized and hosted a matchmaking event for Turner Construction, bringing in a number of MBDA clients to present bids for the project. As a result, Gipson Mechanical Contractors was awarded an \$11 million contract to provide plumbing, electrical and HVAC for the Methodist Olive Branch Hospital in nearby Olive Branch, MS. With the expertise of Gipson Mechanical Contractors, the hospital will be one of the few healthcare facilities in the country to use water source heat pumps, an efficient technology, to heat and cool the hospital.

Gipson Mechanical Contractors, founded in 1988 by Winston S. Gipson and one of the first clients of the Memphis MBDA Business Center, is a leading full service mechanical systems contractor with offices in Memphis and Nashville.

"Through the services provided, we were able to bid and secure over \$11 million in revenues which will play an integral part in supporting our growth strategy," said Winston S. Gipson, President. The contract award created 70 new jobs with workers from the Memphis metropolitan area.



134[†]

FY 2012 JOBS CREATED AND RETAINED

\$17 MILLION

IN CONTRACTS AND CAPITAL

TENNESSEE EXPORTERS^G

	NUMBER OF FIRMS	FIRMS WITH EXPORTS
Minority-Owned	68,218	3.4%
Non-Minority-Owned	459,095	4.2%

TOP DESTINATIONS FOR TENNESSEE EXPORTS^H

 Canada		\$8.6 billion
 Mexico		\$4.2 billion
 China		\$2.2 billion
 Japan		\$1.9 billion
 Belgium		\$1.3 billion

KEY:  = 1 Billion

Tennessee is a major transit hub (highway, rail and air) for thousands of businesses and ranks **15th** in exports with **\$31 BILLION** in 2012.¹

FY 2012 Tennessee Performance At-A-Glance

 Total Awards	\$17,266,410
 Contracts	\$17,139,639
 Capital	\$ 126,771
 Total Jobs Created and Retained.....	134

MINORITY BUSINESS COMMUNITY AT-A-GLANCE^A

BUSINESS OWNER	NUMBER OF FIRMS	GROSS RECEIPTS (\$1000S)	AVERAGE GROSS RECEIPTS	PAID EMPLOYEES
African American	45,726	\$ 2,995,787	\$ 65,516	16,409
American Indian & Alaska Native	2,708	653,502	241,323	1,963
Asian American	11,178	3,575,270	319,849	26,402
Native Hawaiian & Pacific Islander	415	12,845	30,952	Data not released
Hispanic American	8,700	1,775,137	204,039	12,074
All Minority	68,218	9,121,109	133,705	57,185

MBDA CLIENT ASSISTANCE BY SECTOR

	PRIVATE SECTOR	FEDERAL GOVERNMENT	STATE GOVERNMENT	LOCAL GOVERNMENT	NOT DISCLOSED	TOTAL
Dollar Value of Contracts	\$ 17,139,639	—	—	—	—	\$ 17,139,639
Dollar Value of Capital	126,771	—	—	—	—	\$ 126,771
Number of Contracts	5	—	—	—	—	5
Number of Capital Transactions	3	—	—	—	—	3
TOTAL TRANSACTIONS	8	—	—	—	—	8

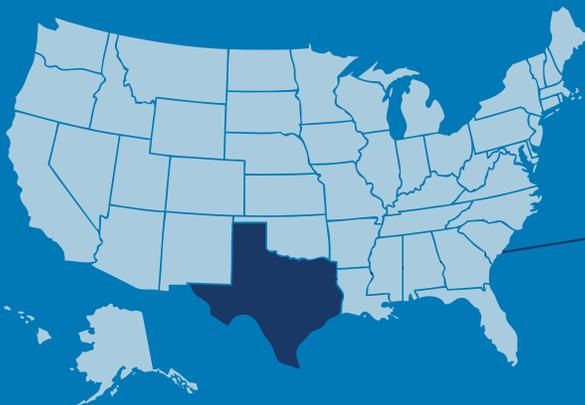
MBDA CLIENT ASSISTANCE BY INDUSTRY

	NUMBER OF TRANSACTIONS	VALUE OF TRANSACTIONS
Construction	2	\$ 81,971
Manufacturing	2	12,442,711
Services	2	4,646,928
Wholesale Trade	2	94,800

“Partnering with the MBDA has been an invaluable and extraordinary experience. The knowledge and professionalism of the staff as well as their commitment to excellence is an asset to our city and state business communities.”

— Winston S. Gipson, President
Gipson Mechanical Contractors

TEXAS



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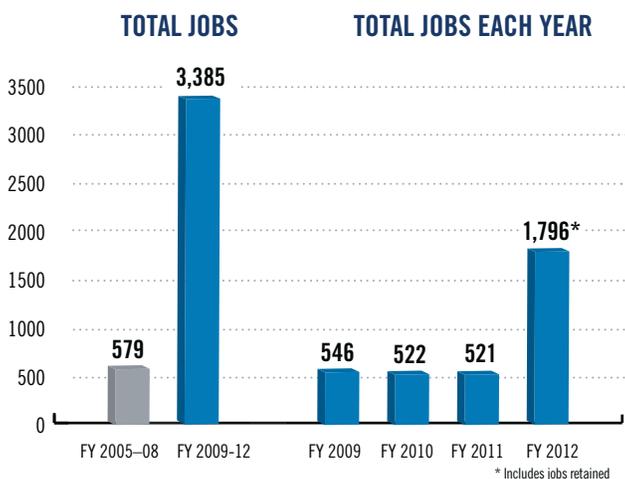
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● Terri Reed
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Achieving Growth Through Solid Financial Support

Real Network Services, Inc. is an electrical contractor specializing in the installation of electrical and low voltage cabling systems.

The company became a client of the Dallas MBDA Business Center to explore finance options for growing their business. The MBDA was instrumental in expanding Real Network Services' bonding capacity and cash flow. As a result of consulting services from MBDA, Real Network Services secured \$4 million in financing that supported over 70 jobs created and retained.



1,796[†]
FY 2012 JOBS CREATED
AND RETAINED

\$279 MILLION
IN CONTRACTS AND CAPITAL

TEXAS EXPORTERS^g

	NUMBER OF FIRMS	FIRMS WITH EXPORTS
Minority-Owned	723,057	5.1%
Non-Minority-Owned	1,341,716	4.4%

TOP DESTINATIONS FOR TEXAS EXPORTS^h

Mexico	\$94 billion
Canada	\$23.7 billion
China	\$10.3 billion
Brazil	\$10 billion
Netherlands	\$9.5 billion

KEY: = 10 Billion = 1 Billion

- Houston MBDA Business Center
Formerly located at:
410 Pierce Street, Suite 229
Houston, TX 77002
- San Antonio MBDA Business Center
501 West Cesar E. Chavez Boulevard
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FY 2012 Texas Performance At-A-Glance

 Total Awards	\$278,860,431
 Contracts	\$166,528,974
 Capital	\$112,331,457
 Total Jobs Created and Retained.....	1,796

MINORITY BUSINESS COMMUNITY AT-A-GLANCE^A

BUSINESS OWNER	NUMBER OF FIRMS	GROSS RECEIPTS (\$1000S)	AVERAGE GROSS RECEIPTS	PAID EMPLOYEES
African American	154,283	\$ 9,280,648	\$ 60,153	72,652
American Indian & Alaska Native	18,997	3,683,877	193,919	13,168
Asian American	114,297	40,209,344	351,797	206,545
Native Hawaiian & Pacific Islander	1,196	376,969	315,191	1,106
Hispanic American	447,589	61,895,886	138,287	395,673
All Minority	723,057	114,948,623	158,976	690,956

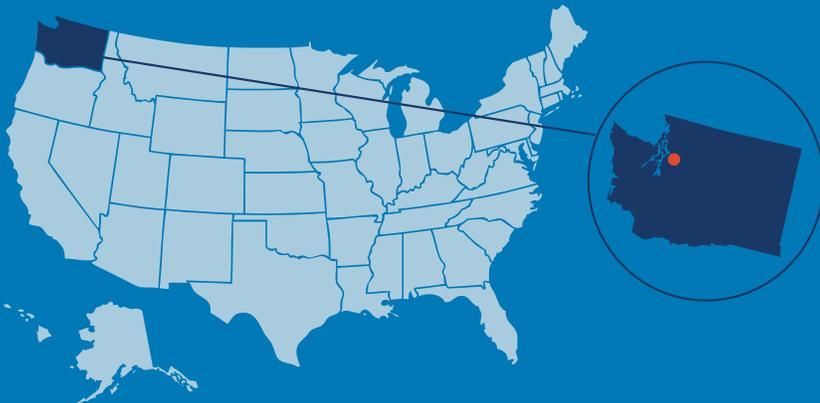
MBDA CLIENT ASSISTANCE BY SECTOR

	PRIVATE SECTOR	FEDERAL GOVERNMENT	STATE GOVERNMENT	LOCAL GOVERNMENT	NOT DISCLOSED	TOTAL
Dollar Value of Contracts	\$ 94,655,839	\$ 58,170,558	\$ 246,665	\$ 13,455,911	–	\$ 166,528,974
Dollar Value of Capital	78,523,000	32,974,076	784,381	50,000	–	\$ 112,331,457
Number of Contracts	55	56	2	17	–	130
Number of Capital Transactions	26	3	2	1	–	32
TOTAL TRANSACTIONS	81	59	4	18	–	162

MBDA CLIENT ASSISTANCE BY INDUSTRY

	NUMBER OF TRANSACTIONS	VALUE OF TRANSACTIONS		NUMBER OF TRANSACTIONS	VALUE OF TRANSACTIONS
Agriculture, Forestry, Fishing & Hunting	1	\$ 250,000	Services	14	\$ 60,700,872
Construction	66	128,853,801	Wholesale Trade	75	83,097,994
Manufacturing	5	5,957,763			

WASHINGTON



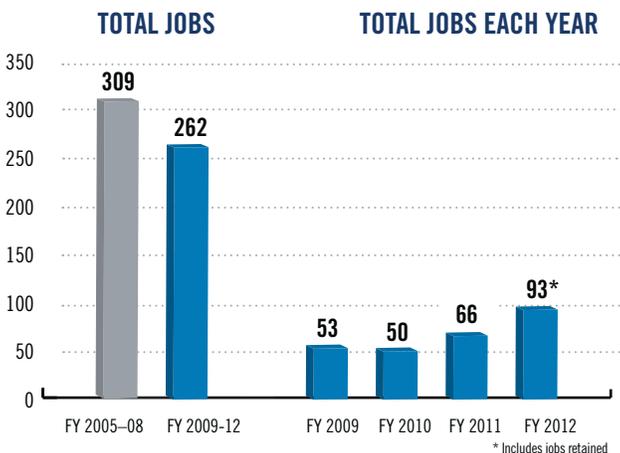
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McDonald Excavating Completes First Transportation Infrastructure Project

McDonald Excavating, located in the rural town of Washougal, Washington, is a family owned and operated Native American company. A few years ago the company completed a \$2.8 million dollar project on the I-205 light rail extension — its first transportation infrastructure project, as well as its first design-build. In FY 2012, McDonald Excavating won a similar bid for the Portland-Milwaukie Light Rail System for \$1.5 million; followed by a Sellwood Bridge Replacement project for \$1.7 million.

The MBDA helped McDonald Excavating to become a certified DBE subcontractor for the state of Washington and continues to provide business consulting services. “We learned really quickly that on a project of this magnitude and with as many trades represented on the project site, it is vitally important to diligently coordinate our work with the prime as well as the other subcontractors,” said Ryan McDonald, Vice President and Project Director.



93[†]

FY 2012 JOBS CREATED
AND RETAINED

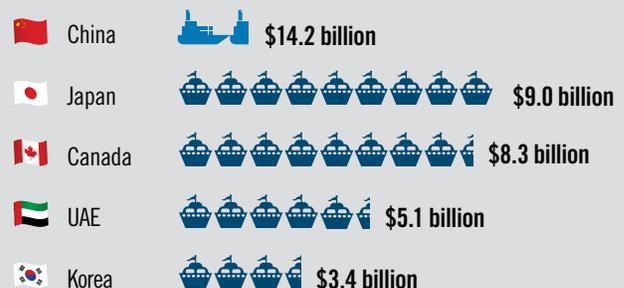
\$15 MILLION

IN CONTRACTS AND CAPITAL

WASHINGTON EXPORTERS^G

	NUMBER OF FIRMS	FIRMS WITH EXPORTS
Minority-Owned	71,465	6.1%
Non-Minority-Owned	445,944	6.3%

TOP DESTINATIONS FOR WASHINGTON EXPORTS^H



KEY: = 10 Billion = 1 Billion

With aircraft manufacturing being one of Washington's largest industries, the state is home to 17% of U.S. aerospace workers and ranks **4th** in exports with **\$76 BILLION** in 2012.¹

FY 2012 Washington Performance At-A-Glance

 Total Awards	\$14,543,841
 Contracts	\$12,845,802
 Capital	\$ 1,698,039
 Total Jobs Created and Retained.....	93

MINORITY BUSINESS COMMUNITY AT-A-GLANCE^A

BUSINESS OWNER	NUMBER OF FIRMS	GROSS RECEIPTS (\$1000S)	AVERAGE GROSS RECEIPTS	PAID EMPLOYEES
African American	Data not released	Data not released	N/A	Data not released
American Indian & Alaska Native	6,526	1,449,281	222,078	6,300
Asian American	37,373	12,340,664	330,203	71,421
Native Hawaiian & Pacific Islander	1,197	148,264	123,863	524
Hispanic American	17,795	9,707,207	545,502	23,051
All Minority	71,465	26,053,728	364,566	111,225

MBDA CLIENT ASSISTANCE BY SECTOR

	PRIVATE SECTOR	FEDERAL GOVERNMENT	STATE GOVERNMENT	LOCAL GOVERNMENT	NOT DISCLOSED	TOTAL
Dollar Value of Contracts	\$ 9,926,392	\$ 1,256,845	\$ 1,559,390	\$ 1,303	\$101,872	\$ 12,845,802
Dollar Value of Capital	1,245,008	—	—	453,031	—	\$ 1,698,039
Number of Contracts	36	7	1	1	3	48
Number of Capital Transactions	7	—	—	2	—	9
TOTAL TRANSACTIONS	43	7	1	3	3	57

MBDA CLIENT ASSISTANCE BY INDUSTRY

	NUMBER OF TRANSACTIONS	VALUE OF TRANSACTIONS
Construction	44	\$ 12,628,581
Services	13	1,915,260

MBDA Senior Management



DAVID A. HINSON
National Director

EDITH JETT MCCLLOUD
Chief of Staff and
Associate Director for
Management

KIMBERLY R. MARCUS
Associate Director
Office of Legislative,
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Intergovernmental
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RONALD J. MARIN
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MBDA Senior Management



**BRIDET GONZALES
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Chief

Office of Legislative,
Education &
Intergovernmental Affairs

HOLDEN HOOFNAGLE

Chief

Office of Business
Development

JOSEPHINE S. ARNOLD, ESQ.

Chief Counsel

CANDACE C. JACKSON, ESQ.

Special Advisor

Office of the National
Director

ROBERTO LOPEZ

Administrative Officer

Office of Administrative and
Employee Support Services

APPENDIX A

MBDA Organizational Chart



APPENDIX B

MBDA Global Business Services

ACCESS TO MARKETS

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

GLOBAL AND EXPORT ASSISTANCE

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

ACCESS TO CAPITAL

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

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

ACCESS TO CONTRACTS

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

Contract services include:

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

STRATEGIC BUSINESS CONSULTING

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

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

APPENDIX C

†MBDA Performance Metrics

DEFINITIONS

1. **Number of Jobs Created** The number of new full time and/or part time positions reported on the client's payroll during the funding year. Persons on paid sick leave, paid holiday and paid vacations are included as employees, as are salaried officers and executives of corporations. However, proprietors and partners of unincorporated businesses are not considered employees under this definition.
2. **Number of Jobs Retained** The number of existing full time and/or part time employee positions retained and reported on the client's payroll during the funding year. Job retention pertains to maintaining the status quo of persons employed by the client in lieu of subjective and objective decisions made by the client to reduce its work force due to economic conditions, lack of capital, failure to secure necessary contracts and/or sales. Persons on paid sick leave, paid holiday and paid vacations are included as employees, as are salaried officers and executives of corporations. However, proprietors and partners of unincorporated businesses are not considered employees under this definition.
3. **Dollar Value of Awarded Contracts and Procurements** This represents the total dollar value of successfully awarded contracts and/or the total principal value of executed sales/delivery contracts of services/products/intellectual rights and/or other binding financial considerations secured by clients of the MBDA Business Centers, with the assistance of Center staff. For purposes of this performance element, Dollar Value of Awarded Contracts and Procurements are those transactions which have a specific dollar value, and which produce a commercial benefit for the client firm.
4. **Number of Contracts** The number of awarded contracts and other binding procurement awards secured by client firms.
5. **Dollar Value of Awarded Financial Transactions** The total principal value of approved loans, equity financings, bonds, leases (property and equipment), assets under management or other binding financial agreements secured by clients of the MBDA Business Centers with the assistance of Center staff.
6. **Number of Financial Transactions** The number of successful financial transactions secured by client firms.
7. **Return on Taxpayer Investment** The total value of contracts and capital obtained by clients as a result of their work with MBDA divided by the Agency's fiscal year budget appropriation.
8. **Number of Clients Served** The actual number of clients served in a funding period. Clients are defined as those that have registered with the MBDA Business Center and completed a written engagement for specific services. Clients may be counted only once during the program year. Clients from a prior program year may be counted in a subsequent program year if continued service provision to said clients is documented.
9. **Number of Export Transactions Facilitated** The number of global contract opportunities and export financing transactions secured by client firms as a result of direct assistance from an MBDA Business Center.
10. **Number of Strategic Transactions Facilitated** The number of awarded transactions secured by clients that included successful MBDA Business Center facilitation of joint ventures, teaming arrangements, and/or the number of mergers and acquisitions brokered on behalf of clients by the Center.
11. **Number of Referrals** The number of referrals made by the Center to clients seeking assistance that is outside the scope of MBDA Business Center program services. Referrals may be made to strategic partners or other external service providers able to provide services that are relevant to the client.
12. **Management Assessment** MBDA's overall evaluation of the MBDA Business Center, based on the Agency's internal review of the Center's operations. The management assessment focuses on such areas as the development of written service engagements and work plans; proper staffing; adherence to scheduled work hours; recordkeeping; successful completion of Agency training; customer relationship management, maintenance of strategic partnerships; market promotion and any other areas MBDA may deem to be relevant in determining the overall quality of the Center's operations. An operator may also lose up to two points from the assessment if the MBDA Business Center staff fails to participate in the required training credit hours.
13. **Promotion of MBDA** The extent to which MBDA Business Centers meet and exceed the requirements for communication of the mission and objectives of MBDA within the business and government community.
14. **Diaspora** Commonly defined as "any group that has been dispersed outside its traditional homeland."

References

¹MBDA performance data is maintained in the Agency's CRM and legacy databases and was retrieved for this report on January 25, 2013.

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^CJessup, Amber, Ph.D., Health Care Cost Containment and Medical Innovation, May 2012. Retrieved on April 4, 2013 from: <http://aspe.hhs.gov/sp/reports/2012/CostAndInnovation/ib.shtml#TOC>

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^JUnited States. Department of Commerce. Minority Business Development Agency. (2010, January) Disparities in capital access between minority and non-minority-owned businesses: The troubling reality of capital limitations faced by MBEs. Retrieved 5 March 2013 from MBDA website: <http://www.mbda.gov/sites/default/files/DisparitiesinCapitalAccessReport.pdf>

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