

**NWX-COMMERCE-MBDA-1**

**Moderator: Jerry Higgins  
March 15, 2012  
2:45 pm CT**

Coordinator: Good afternoon and thank you for standing by. At this time, all participants are on listen-only. After the presentation, we will conduct a question-and-answer session. At that time, if you'd like to ask a question, please press star 1.

I'd like to inform participants that today's call is being recorded. If anyone has any objections, you may disconnect at this time. I would now like to turn the call over to your conference host today, Ms. Dee Alexander, Senior Advisor of Native American Affairs for the Department of Commerce. You may begin.

Dee Alexander: Good afternoon. Hi, I'm Dee Alexander. I'm a member of the Cheyenne and Arapaho Tribes from Oklahoma and I am the Senior Advisor on Native American Affairs for the Department of Commerce for Secretary Bryson.

I and two of my colleagues will serve as your moderators for today's session. My two co-moderators for this afternoon are Holden Hoofnagle, Chief of the Office of Business Development with the Minority Business Development Agency, and Cynthia Rios, the Program Management Unit Supervisor, also with the Office of Business Development.

The Department of Commerce welcomes and thanks all of the tribal leaders and representatives for responding to our invitation to participate in this important consultation session to discuss the proposed redesign of MBDA's Native American Business Enterprise Center program.

Today's consultation notice was sent later than what I know is expected for consultation and I apologize for this. We are going to extend our comment period until March 23, 2012.

I do want you to know that I spoke about these consultations while on travel during the month of February. I spoke to the United South and Eastern Tribes conference in Alexandria last month and Holden and I presented the redesigned components of this program at (RES) 2012.

Secretary Bryson also mentioned these consultations during his speech last week at (NCAI). With the funding cycle of this program that expires this August, we appreciate your input to help us prepare to have this program ready with an anticipated start date of September 1, 2012 and having the FFO, or the Federal Funding Opportunity, prepared for in April.

We want to ensure all tribal leaders have an opportunity to present their full comments and we look forward to hearing your advice on the documents we provided last week via email.

The White House sent my letter and documents for review and I thank (Charlie Galbreath) for sending this out to all the tribes.

We have established a session to conclude at 4:00 PM Eastern time but can accommodate more time for comments. If you have a written statement to

present for the record, please email that to -- email this to myself, dalexander@departmentofcommerce.gov. It's the letter dalexander@doc.gov, or to HHU -- I'm sorry, hhoofnagle@mbda.gov, or you can fax it to us at 202-482-0789.

We are taping and taking notes to record this session to capture your issues and comments. After the presentation, we will open the lines up for comments. At this time, please help us by stating your name, title and tribal affiliation before you give your statements.

At this time, I'm going to turn it over to Holden, who will be going through the slide presentation and Cynthia and I will be chiming in as well during the presentation. Thank you.

Holden Hoofnagle: Thank you, Dee, for your introductory comments and for your time spent as a Senior Advisor to Native American Affairs for the Department, and specifically for working with MBDA. You're the expert and we appreciate your participation in the programmatic aspects of MBDA and your leadership on tribal consultations.

So we're here today to present a proposed redesign of MBDA's Native American Business Enterprise Center, commonly known as NABEC, program.

Today is the second of two Webinars, which are the formal part of our tribal consultations. And, as Dee mentioned, we've also been on a listening session tour for the last month.

Director David Hinson was in Anchorage, Alaska with Dee Alexander speaking with the Alaska Native Corporations. Both Dee and I held a session at the (RES) conference and Dee has also spoken at several tribal conferences.

And I do want to stress that what we are presenting today is not set in stone. This is a proposal. We value your feedback and recommendations and we've already made changes based upon the feedback that you've given us.

We will definitely hold the last 20 to 25 minutes for the Q&A and I simply ask that when you ask questions that you provide specific recommendations for us.

There are three parts to our slide presentation today. I'll begin by giving an overview of MBDA. And for several of you on the call, you're very familiar with our programs and I apologize for the repetition. But it's very important that we provide the proper context for this important program.

And then Dee will present the overview of the NABEC redesign with the key significant programmatic changes and then Cynthia Rios, who's our MBDA program management unit supervisor, will then touch upon each of these key changes.

And finally, we'll open it up to Q&A where you have the opportunity to provide feedback.

MBDA's mission is to foster the growth and global competitiveness of U.S. businesses that are minority owned. We're the only federal agency specifically tasked with assisting minority-owned businesses.

By executive order, we serve Native Americans, Alaska Natives, African Americans, Asian Americans, Hasidic Jewish Americans, Hispanic Americans, Native Hawaiians and Pacific Islanders.

According to the U.S. Census Bureau, in the year 2050, the minority community will represent 54% of the total U.S. population. Today the minority population is just over 35%. So very clearly, this country needs strong, minority-owned firms to support greater job growth and to maintain and grow a strong economy.

Minority firms have the potential to contribute significantly to the balance of trade as minority businesses are twice as likely to generate sales through exports compared to non-minority firms. And I want to stress that this is not a marketing statement. This is based upon U.S. Census Bureau statistics.

Very clearly, American Indian and Native Americans as well as other minority groups have cultural advantages to export. Your success is essential to the success of the President's National Export initiative.

MBDA is a catalyst to build minority-owned firms of size, scale and capacity and over the last three years, MBDA and its network of funded centers have facilitated nearly \$11 billion in contracts and financings for its constituents.

Of this \$11 billion, approximately \$500 million was with the Native America business community. And combined, this is 101% increase over the prior three years.

In addition, we helped create over 16,300 new jobs in the last three years during a down economy. With your help, we want to continue this positive trend.

MBDA's strategic focus -- our strategic focus is to increase the size, scale and capacity of minority business enterprises. We want to create a new generation of minority-owned firms generating \$100 million in annual revenue.

A key goal of MBDA is to maximize job creation and global competitiveness for MBEs. Elements of this goal include the National Export Initiative, expanding our participation in business-to-business, business-to-government and business-to-consumer procurement events and promoting trade missions.

Our key business services are access to contracts, access to capital and access to new markets and there are many elements of these services but the underlying theme of all of them is that we match minority business enterprises with opportunities.

We also want to foster innovation within minority communities and high-growth industries and businesses that are scalable. This includes clean energy, information technology and healthcare, to name a few.

And finally, a key strategy for us is to create openness and transparency in minority business government contracting reporting.

The U.S. Census Bureau's most recent survey of business owners provided key minority business statistics. I mentioned earlier the minority population will be over 50% by the year 2050.

Today, the minority community represents 35% of the population, owns 22% of all classifiable businesses and generates 9% of total gross receipts. And although this 9%, which equals \$1 trillion, is a significant amount, it's simply not enough and it's important to point out this 35%, 22%, 9% disparity is an

issue for this country's economy, not just for minority businesses but for this country's economy. Unless we grow minority businesses together, the U.S. economy will not continue to prosper.

I also want to highlight specific statistics highlighted in blue on this page for American Indian and Alaska Native corporations.

Together they represent 1.5% of the U.S. population but own 0.9% of classifiable firms and generate 0.3% total gross receipts. And, again, this is a disparity issue. This is why we're here. And this demonstrates the importance of this program.

The next two pages provide an MBDA fact sheet specific to American Indian and Alaska Native owned entities. And the information, again, is based upon U.S. Census Bureau's survey of business owners and the fact sheets available on our Web site, [www.MBDA.gov](http://www.MBDA.gov).

I'm not going to read through all the points. I do want to highlight a few. Right in the middle of the page, you'll see that there are close to 237,000 American Indian and Alaska Native firms. This data does exclude tribally owned businesses. We'll talk about what goes into this at the bottom.

These firms generate over \$34 billion in gross receipts. This is a significant contribution to the U.S. economy.

In the lower left hand, it's a graph on the screen; you'll see that between 2002 and 2007 American Indian and Alaska Native owned firms outpaced the growth of non-minority firms in gross receipts, 28% to 18%.

And on the next page, Page 6 -- and, again, I won't read through the graphs, but I want to point out on the bottom, right-hand corner that American Indian and Alaska Native firms are more likely to have global operations than non-minority firms.

So there's a lot of interesting information on this fact sheet and I definitely encourage you to review it in greater detail.

The MBDA funded center programs -- in addition to our federal staff, we have a national network of MBDA Business Centers and Native American Business Enterprise Centers. Currently we have 32 MBDA Business Centers, one MBDA Federal Procurement Center and six Native American Business Enterprise Centers.

A very important point to make is that our MBDA Business Center program was recently redesigned and the program was launched in April of 2011. For the previous programs that were called Minority Business Enterprise Centers and Minority Business Opportunity Centers, sometimes we had one of each in the same city. We basically combined them into this new, enhanced program.

And I mention this because essentially we are redesigning the NABEC program to leverage the positive changes that were made in this program. In redesigning the MBDA Business Center program, we increased our center funding as well as the performance goals. We changed the locations, the center locations to better serve minority businesses.

We put an increased emphasis on strategic partners and we shifted the target profile. Perhaps the biggest change that we made is that we opened up the geographic borders so that the centers could serve clients outside of their respective states.

Also in 2007 we launched an MBDA Federal Procurement Center. Statistics show that the federal government contracts out approximately \$537 billion a year and we realized that, although our MBDA staff and centers provide federal contracting assistance, we simply weren't tapping the opportunities that were out there.

Of this \$537 billion, we facilitate just over \$500 million a year in federal contracts. So we basically -- with this in mind, we launched a new national procurement center in 2011 in Washington, D.C. It's based on Pennsylvania Avenue, right near Commerce headquarters.

And their mission is to assist MBEs across the nation in accessing and obtaining federal contract opportunities.

We currently have six Native American business enterprise centers and one satellite office for a total of seven locations. The current program ends on August 31, 2012.

We are redesigning this program and it's an absolute priority of ours to accomplish this so that the new centers serving the Native American community will be funded on September 1, 2012 without a single day lag.

And before we move on, I want to point out a few statistics. Last year, in Fiscal Year 2011, our six Native American Business Centers facilitated over \$120 million in transactions.

It's also important to point out that our MBDA Business Centers, separate from the NABEC's, together helped Native American entities secure over \$100 million in contracts and financials.

And in addition to that, our federal staff also facilitated over \$300 million in deals. So we say this to point out that all together, the MBDA network facilitated over \$520 million in economic activity for the Native American community in Fiscal Year 2011.

Our next slide is a map of our funded centers. It shows where they're located, obviously throughout the United States and in key locations. Our specific Native American centers are in Mesa, Arizona, right outside of Phoenix; Albuquerque, New Mexico; El Monte, California, which is just outside of Los Angeles; Tulsa, Oklahoma; Seattle, Washington; and Bismarck, North Dakota.

And we also have a satellite office, which was opened last year in Anchorage, Alaska.

Our business development services. Our network of funded centers and our MBDA staff provide business development services to minority business enterprises.

We group these into four buckets: access to contracts, access to capital, access to markets and strategic business consulting. And I won't read through the list of the specific services, but this should give you an idea of what the centers and our staff provide to minority business enterprises each and every day.

That was an abbreviated overview of MBDA and I will say that probably the most important point that I made is that our current NABEC program ends on August 31st. It's absolutely imperative that we put the new program in place without a day's lag on September 1, 2012.

I'll now turn it over to Dee Alexander to talk about the key elements of the proposed changes.

Dee Alexander: Thanks, Holden. A lot of these bullets are kind of what Holden has been talking about and Cynthia will go into more detail about these bullets.

The first slide talks about getting your tribal input and that's what we're doing today. We did hold a session on Tuesday and we are extending the comment period for this program.

Also, we have what we call a rebranding of the Native American program under its existing MBDA Business Center banner and I'm going to just give that back to Holden to talk more in detail about that slide, that bullet point.

Holden Hoofnagle: One of the important things I wanted to say about our MBDA Business Center program and our branding is that we realized before we redesigned our old MBEC and MBOC programs that we really weren't building an identity for MBDA and that many of our centers had a separate identity, they had a separate logo and it was really unclear that we were all working together.

So we rebranded all of our centers and we have a new logo, which was rolled out earlier this year and we decided that it's very important that we do the same with our Native American Business Enterprise Centers.

And, again, one of the main reasons is that these -- we want these centers to leverage the MBDA Business Center program. Our goal here is to call the new centers MBDA Business Centers with a very strong byeline that makes it very clear that they serve the Native American community and we'll talk to you about some of the ideas of that branding and we definitely would appreciate your feedback on that point.

Dee Alexander: Okay, thank you, Holden. The third bullet talks about the redesign program that will establish national centers focus on Native American and Alaska Native firms and that they will have to serve all minority firms, not just the Native American, Alaska Native population.

The geographic boundaries, as mentioned before, will become open and not limited to state borders. MBDA would like to see a more cohesive and collaborative partnership with MBDA funded centers to achieve their program goals.

We also want to gain your input in our efforts to place each proposed center for their significant concentrations in Native American and Alaska Native-owned firms, so we're looking forward to hearing your input on that as well.

As mentioned before, we extended our comment period to next Friday, March 23rd and the publishing of the FFO will be in April. One of the significant changes to this program is that target clients for the program have \$1 million or more in annual revenues or they have the potential or capacity to reach this number or they have the potential for exporting.

As Holden stated, one of the initiatives -- that President Obama has is the NEI, the National Export Initiative and working with the International Trade Administration (ITA) under Department of Commerce in making sure our Native American firms go global.

Some of the goals for job creation, procurement awards, and financial award performance measures will be adjusted to reflect those of the current MBDA Business Centers. Cynthia will go over each one of these bullet points in more detail and we want to get your input on that as well.

The globalization of Native American businesses with a promotion of export initiatives and international deal making will be encouraged and in alignment with MBDA's global initiatives as well and complying with the President's National Export Initiative.

I'm going to go ahead and hand the presentation over to Cynthia to go more into detail about the redesign.

Cynthia Rios: Thank you, Dee. Overall, just to give you an overview of how the next couple of slides are going to work, if you look at the table on the left hand side, you're going to have a snapshot for each major programmatic area for the NABEC program, which is the current program, so you're seeing the as-is state.

And then on your right hand side you have the major elements for the proposed redesign center, the MBDA Business Center and that's your to-be state, if you will.

The major overarching goals of the redesign effort overall are to better align the program objectives with the Administration's, the Department of Commerce's and MBDA's priorities, and to improve service delivery, to increase operating efficiencies and to maximize the program's overall performance.

As you can see on the left hand side, the NABEC program had a greater focus on the provision of management and technical assistance that was specifically targeted towards assisting clients to secure a range of contracts and financing opportunities.

The MBDA Business Center program model is looking to extend the growth and global competitiveness of Native American Business Enterprise (NABE) and Minority Business Enterprise (MBE) firms by providing contract sourcing, financial brokering and business development services.

The services under this program are envisioned to be a little bit higher level than the business development services that were provided under the existing NABEC program.

We're also looking at a focus on securing larger public and private contract and financing transactions and, again, facilitating entry to global markets through greater and stronger strategic partnerships.

There is a focus on deal making and facilitation and what is missing from this slide -- and I apologize -- is also a focus in accordance with the Administration on job creation and retention.

Moving to the next slide, we have an overview of the target clients, kind of a comparison between the two programs. So in terms of the target clients, the redesign overall for us reinforced the fundamental principal that any given program cannot, unfortunately, be all things to all people.

There are several existing programs such as the SBDC's, and the PTAC program that do a wonderful job of serving startups and small businesses. Consequently, the target clients under the new program were refined.

While leveraging strategic partnerships and having a robust referral system, we ensure the services are extended to all NABEs and MBEs while also just refining our target focus.

So looking at the slide, special emphasis again will be on NABE firms and MBE firms with one or more of the following characteristics. And, again, you have flexibility here because you have a list of options to choose from. But these make up the target clients: those with revenues over \$1 million, participants in high growth industries, and also those firms that have export capacities or potential.

And what we are looking at adding here to our list in terms of another bullet in terms of our target clients are also tribal-owned companies and that was based on some additional preliminary feedback that we have received that Dee touched on earlier.

So based on some preliminary input, we are expanding that list to include tribal-owned companies as well. And so the difference here is that under the NABEC program the target firms were those with revenues of over \$500,000 or with high growth potential.

And then, of course, the centers will continue to serve NABEs and MBEs of all sizes, just the startup firms and smaller firms will be served electronically or via strategic partner referral.

And, again, we'll speak a little bit more in depth further on in the presentation about the role of the strategic partner and how that has changed a little bit under this new program structure.

Moving to the next slide, again, we already spoke to this particular element, the branding initiative. But just to reiterate, through the program name change to the business center, the agency seeks to enhance and leverage its brand so that the centers will be marketing and promoting themselves as MBDA partner centers and, with that, it is a give and take because you also benefit

from being part of the entire network of MBDA funded centers and the expertise and knowledge housed within MBDA staff.

And there are some elements that are going to be continued from the old program. We will be providing publication guidance for signage, for stationary, and publications. We will be providing communications guidance as well, and a separate program logo will be required.

Again, one of the major differences under the new program structure is that the center will not be required to maintain an individual Web site. MBDA will be hosting center Web sites on the agency portal.

This is of value because it actually decreases some of the administrative costs or operational costs that were associated with running the NABEC program in the past and that money can be used for actual feet on the ground to provide one-on-one business development services to our target clients.

Moving to the next slide, this is a listing of the major program services. Again, the services reflect the new focus of the program on securing larger public sector and private sector contracts and financing transactions and on increasing the levels of job creation and retention.

If you look at the comparison between the two types of programs, you're moving from a more direct technical assistance program to higher level business consulting services.

Just to read off some of the major services - I won't go through the entire list - but developing a pool or pipeline of contracting and financing opportunities, matching directly opportunities with qualified or vetted NABEs and MBEs,

assisting NABEs and MBEs in accessing global market opportunities and then, again, promoting the advantages of size and scale.

Moving on to strategic partners, for the redesign program, the value is placed on strategic partners for their ability to assist the center in meeting its performance goals and also in serving their non-target clients, rather than their ability to provide third-party cost share.

With the NABEC program, the emphasis was what they were bringing to the table more in terms of their actual cost share versus their programmatic impact.

As you can see here, we really are focusing on the programmatic impact of each partner. Here the quality of the partnerships is going to count way more than the quantity. You're looking at specifically how each one of these strategic partners is going to be able to help you serve your clients and meet and exceed your goals.

And the number of clients actually -- the number of strategic partners actually stayed the same. The requirement there was five under the NABEC program and it remains a minimum of five under the redesigned program. Again, the emphasis just changes in terms of what we expect the strategic partners to bring to the table.

So for the primary performance elements, there are some elements that remain the same between our similar and were carried over from the NABEC program - specifically the dollar value of awarded contracts, the dollar value of awarded financing and the number of jobs created.

Under the new program, the difference is that these three measures are more heavily weighted to reflect that they are the primary drivers in the program. In the past, the way we weighted these was a little less focused. It wasn't quite as in line with what the programmatic emphasis really is. We have shifted that so that those top three drivers really are reflected in terms of the weighting and the performance ratings.

And then some of the other measures such as the number of export transactions facilitated, again, are aligned with the programs and focus on increasing the global competitiveness of NABEs.

Moving to quantitative goals, the goals, as Holden and Dee had mentioned before, are being increased to be in greater alignment with the existing MBDA Business Center program. These are ranges, so they will need to be refined and adjusted based on the funding levels within the ranges as well, but this is just our initial proposal of what we are looking at in terms of the goals for the big buckets, or our heaviest weighted measures.

You have your combined dollar value of contract and financing, your jobs created and your clients served.

And then, finally, looking at locations and funding levels, if you remove California as our one outlier, the average funding per center is approximately \$215,000.

We're proposing increasing that to between \$250,000 and \$300,000. And a note here is that we're proposing this overall increase in funding for the centers in the face of decreased agency funding overall.

As Dee mentioned, we also removed the geographic service boundaries, so that although a center will be physically located in a specific city, they can serve NABEs and MBEs nationwide, and that's a significant change from the previous program where you really were locked into a specific geographic service area.

And, again, of note here as well, is that these locations are the ones that we're proposing based on our initial research into tribal and NABE densities. If you have specific recommendations on the locations, we would love to hear those during the question-and-answer session. But these are our proposed future center locations moving forward.

And that basically covers my section. I will hand it back over to Holden to talk about some of our contact details and open it up for question and answers.

Holden Hoofnagle: Again, I just wanted to say that today ends the formal tribal consultation but we definitely want you to reach out to us if you have additional questions or comments or specific feedback.

This page has the contact information for MBDA, our Web site, and our main telephone number. You can read about our centers. Here is the map that you can select to see where they are located.

Dee Alexander's contact information is here As well as my telephone number and email address and also Cynthia's. So with that, we would like to open it up to questions and comments.

Coordinator: Thank you. At this time, we're ready to begin the question-and-answer session. If you'd like to ask a question, please press star 1 and you'll be announced prior to asking. To withdraw your question, press star 2. Again, at

this time to ask an audio question, please press star 1; one moment for the first question, please. Our first question does come from (Tom) -- I'm sorry, Tony Hayes. Your line is open.

Tony Hayes: Good afternoon, everyone. This is Tony Hayes with the North Carolina Indian Economic Development Initiative. I do have a couple of questions but I'll ask in order.

On the first question that I have, I was noticing the proposed change from, you know, firms, I guess, looking at firms or favoring firms with \$500,000 up to \$1 million and I want to make sure that that's in gross revenue. Is that in gross revenue or is that -- what is that?

Holden Hoofnagle: That's basically annual revenue and it's very similar to what we did with our MBDA Business Center program. We have increased performance goals. MBDA is basically tasked with increased our performance goals and so we are asking our centers, with exceptions, to focus on a higher level of business.

We also work very closely with SBA and there are PTACs and Small Business Development Centers. So part of what we do is we give referrals and we work very closely with them. What we're really proposing here is that we step up the size of the entities that we work with.

Tony Hayes: Okay, may I ask a follow-up question while I have the line?

Holden Hoofnagle: Absolutely.

Tony Hayes: Okay. I noticed in your center locations, is North Carolina not going to be in this proposal?

Holden Hoofnagle: Basically we have an MBDA Business Center located in Raleigh, North Carolina and while I'm talking I'm going to go back to the map, so if you want to click through our locations.

Tony Hayes: Right, I just didn't see it in your PowerPoint. I saw the six center locations there. I didn't see North Carolina on the list.

Holden Hoofnagle: Right. And that is true. We are proposing one in New Mexico, one in Arizona, one in California, one in Alaska, one in North Dakota and one in Oklahoma. But I also want to stress that one of the values of this program is that it's going to leverage the other MBDA Business Centers and we do have a location in Raleigh, North Carolina.

Tony Hayes: Okay, great. So we're going to have to work with the institute on that, then.

Holden Hoofnagle: Right, exactly.

Tony Hayes: Thank you.

Holden Hoofnagle: Thank you.

Coordinator: Once again, to ask an audio question, please press star 1; one moment for the next question. At this time, I show no further question.

Holden Hoofnagle: Okay, let's hold it open for a couple more minutes.

Coordinator: Again, we show no questions at this time.

Holden Hoofnagle: I'd like to hold it open for one more minute just to make sure everyone has an opportunity.

Coordinator: Thank you. Again, if you'd like to ask an audio question, please press star 1. Our next question does come from (Leslie Wheeler). Your line is open.

(Leslie Wheeler): Hi, this is (Leslie Wheeler) with the National Congress of American Indians. I have a question regarding the international (unintelligible) programs recognizing that there's a lot of -- there are a lot of (requirements), many of them legal underneath the international program.

What's the funding that the MBDA program is going to be needing (unintelligible) in order to educate its own trainers in order to work with the businesses that are moving globally? Thank you.

Holden Hoofnagle: Okay, we had trouble hearing you because there was an echo. But basically, going to the last slide that Cynthia talked about, we do plan on increasing funding for our centers.

On this slide, look at our six Native American business enterprise centers. If you take out California, the average center is funded at \$215,000 and we would like to increase our funding, to between \$250,000 and \$300,000. And I will back up and say that if you look at the MBDA overall budget, last year our appropriation was \$31.5 million. This year it's \$30.3 million and the President's budget that was just proposed last month, our funding would be \$28.7 million.

So despite the shrinking budget, we really want to put more money into this program. We would love to have locations all over the country. But we're doing our best to increase funding.

I think your question was also about training. This is one of the things that we're going to do at the National Training Conference -- we have it once a year. We bring all our centers together. We're going to have one this Summer and we're going to have a specific session on the National Export Initiative. Export training will be key. We're going to have ExIm Bank and the International Trade Administration present.

So that's a very important point -- I'm glad you brought that up. And, again, one of the other goals of the National Training Conference is to leverage all the centers to make sure that not just our Native American Business Centers are helping the Native American community but all of our MBDA Business Centers are educated on how to help the Native American community.

Dee Alexander: And, (Leslie), this is Dee. I just wanted to mention that we've been working on this tribal consultation and coordination policy. So once we go final with that, one of my goals is to make sure that all of the operating units are onboard. We will focus on how all the MBDA Business Centers communicate with the tribes.

(Leslie Wheeler): Thank you. And we hope that you'll see that the bump up in requests for MBDA program that we submitted earlier or actually last week to Congress. Thank you.

Dee Alexander: Thank you, (Leslie).

(Leslie Wheeler): Thank you.

Coordinator: Our next question does come from Tony Hayes. Your line is open.

Tony Hayes: Holden, it's Tony Hayes again with the North Carolina Indian Economic Development Initiative over in Raleigh, North Carolina. I was not on the guest email listing, or at least I didn't receive a copy of the presentation and I would really like to get a copy of that.

Where would I be able to go access that or is there anyone there that could send it to me so that I would have a chance to review it because I basically represent economic development for all eight tribes here in North Carolina and I'd really like to be involved in this.

Holden Hoofnagle: Okay, if you go to our Web site, there's a link for today's Webinar and at the very bottom there's a link to the letter that Dee Alexander sent out. We will also -- the slides today will be posted on the Web site as well as an audio of today's session.

Tony Hayes: Okay, and what's that Web site again?

Holden Hoofnagle: It's MBDA.gov and...

Tony Hayes: Okay, MBDA's Web site, okay.

Holden Hoofnagle: If you go under Programs, you'll see a link to today's Webinars and then a copy of the letter. And will specifically send it to you also.

Tony Hayes: Okay, that is fantastic. I would appreciate that.

Holden Hoofnagle: And then as far as the presentation, again, we have not sent the slides out yet, but it's going to be posted on our Web site.

Dee Alexander: Right, just give us maybe about a day to get everything uploaded and ready to go on the Web site.

Tony Hayes: Okay, thank you very much.

Dee Alexander: You're welcome.

Holden Hoofnagle: Thank you.

Coordinator: At this time, we show no further questions.

Holden Hoofnagle: Okay, let's just give it one more moment and then we'll close.

Coordinator: Thank you. Again, to ask an audio, please press star 1. We show no questions at this time.

Dee Alexander: Okay, well, I just want to thank everybody for participating in this call and please don't hesitate to reach out to the MBDA office or my office. Go to [www.MBDA.gov](http://www.MBDA.gov) and you'll find our information and I think Holden is going to put up the last slide with our contact information.

So are there any last comments from you, Holden?

Holden Hoofnagle: That's it. I would just say thank you and feel free to reach out to Dee, to Cynthia, to me. We value your input and, again, we've made changes based on the input we've gotten and we thank you for your time today.

Coordinator: Thank you. Today's conference has ended. All participants may disconnect at this time.

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