

Exhibit 3A - FY 2016 Annual Performance Plan / FY 2014 Annual Performance Report

MINORITY BUSINESS DEVELOPMENT AGENCY

Part 1: Agency and Mission Information

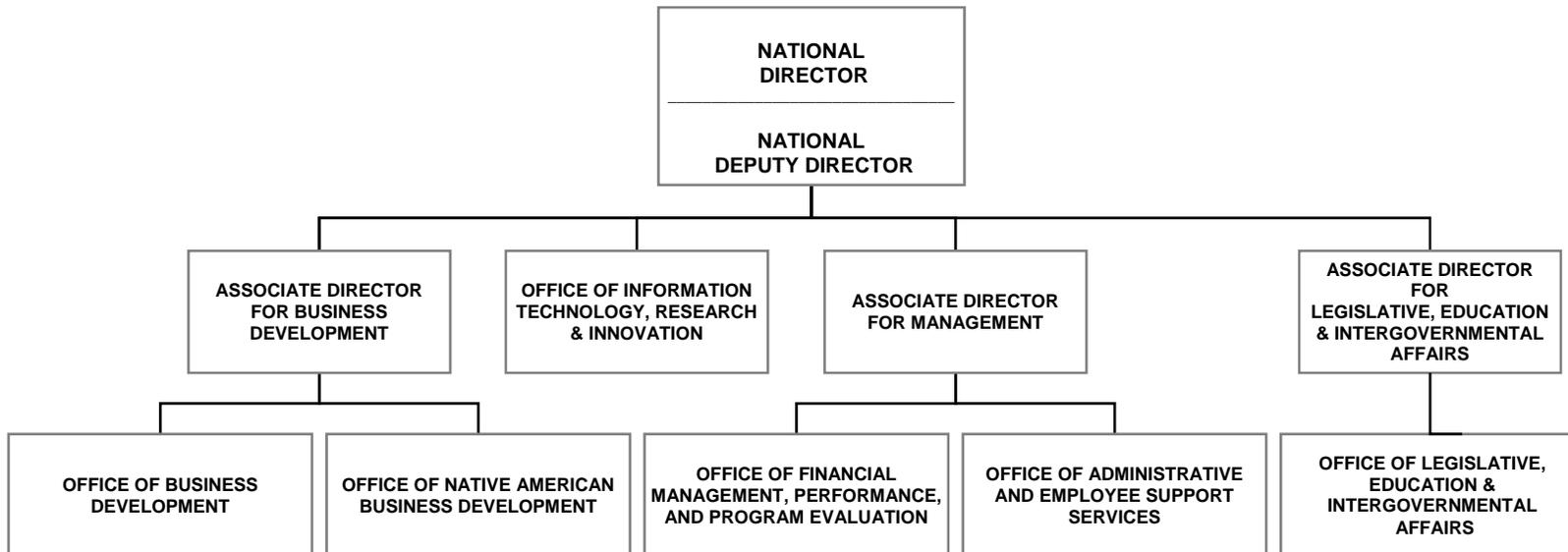
Section 1.1: Overview

MBDA is the only federal agency tasked to create new jobs by expanding the U.S. economy through the nation's 5.8 million minority-owned and operated businesses. The Agency fully supports Department of Commerce efforts to ensure the full participation of minority-owned businesses in the United States and global marketplaces. MBDA works to remove barriers to entry and open doors to economic opportunity. Likewise, the MBDA Strategic Growth Initiative has made progress providing performance dividends for minority businesses. Many high-growth minority firms have successfully competed for larger prime contracts and financial awards, and have had a significant economic impact within the minority community and overall economy. MBDA successfully provides minority business development services to minority business enterprises through a network that includes MBDA staff and its funded centers. The MBDA staff and its network of funded centers provide management and technical assistance and offer business services to grow and expand minority-owned and operated firms. These efforts build capacity by creating new jobs and retaining existing jobs.

Section 1.2: Mission Statement

To promote the growth of minority-owned businesses through the mobilization and advancement of public and private sector programs, policy, and research.

Section 1.3: Organizational Structure



Part 2: Cross-Agency Priority Goals

Section 2.1: Overview

MBDA is not a leader of or a participant in any Cross-Agency Priority Goals.

Part 3: Strategic Goals and Objectives

Section 3.1: Corresponding DOC Strategic Goals, and Objectives

Goal	Objective Number	Objective Name	Leader
Trade and Investment	1.2	Broaden and Deepen the Export Base	National Director, MBDA
Innovation	2.2	Increase Regional Capacity for Production	National Director, MBDA

Section 3.2: Strategies for Objectives

Strategic Objective progress is tracked through a networked real time database for business development whereby financing and contracts for goods and services are tracked on a transaction by transaction basis and independently verified by an MBDA business development specialist. Indicators for Innovation and Trade Investment Progress are illustrated below.

Section 3.3: Progress Update for Strategic Objectives

In FY 2014, MBDA helped create 11,968 jobs, the highest level ever recorded by the Agency. This was achieved by helping MBDA clients obtain over \$5.9 billion in contracts and capital awards.

Exports were a focus area for MBDA as early as FY 2009. As a result, MBDA's resources have been aligned and managed to impact minority business export performance. On the other hand, Advanced Manufacturing as part of the departmental Innovation Strategy is a new direction for the Agency. Steady state performance goals will likely not be reached until the MBDA business center network has the opportunity to engineer business deals and relationships with businesses and business leaders in the advanced manufacturing sector.

Section 3.4: Next Steps

MBDA will continue to strengthen cross bureau collaboration through MBDA MBC utilization of NIST Manufacturing Extension Partnership contacts. In 2016, MBDA will re-compete its Business Center grants under the Minority Public Private Partnership program and will direct program performance indicators to favor advanced manufacturing consistent with DOC strategic objectives. Since, March 2014, MBDA has been recalibrating its performance management software to more accurately record advanced manufacturing contract and finance activity. These performance system adjustments should be fully operational by FY 2016.

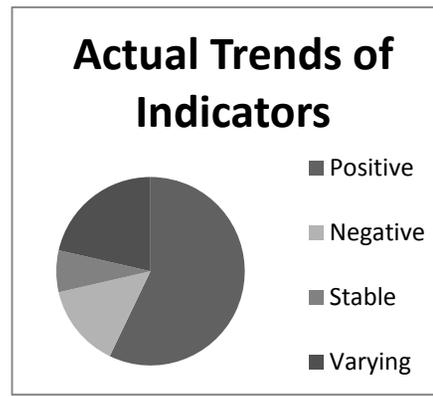
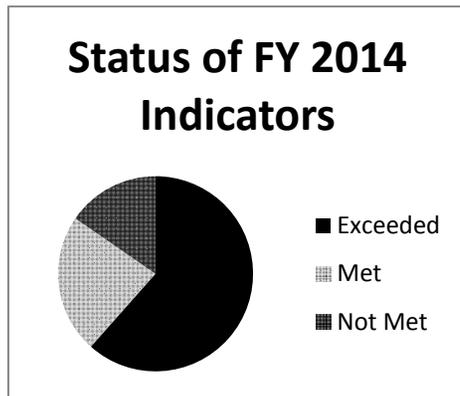
Part 4 Performance Goals / Indicators

Section 4.1: Summary of Performance

Status is based on the following standard:

Exceeded	More than 100 percent of target
Met	90 - 100 percent of target
Not Met	Below 90% of target

An indicator with a positive trend is one in which performance is improving over time while a negative trend is an indicator that has declining performance. A stable trend is one in which the goal is to maintain a standard, and that that is occurring. A varying trend is one in which the data fluctuates too much to indicate a trend. At a minimum these indicators must have three years of data.



Section 4.2: Summary of Indicator Performance

Objective 2.2: Increase the capacity of U.S. regional economies to accelerate the production of value-added goods and services by providing services to and investments in businesses and communities

Indicator	FY 2014 Target	FY 2014 Actual	FY 2014 Status	FY 2014 Trend
Recurring				
Minority Business Contracts Awarded (in billions)	\$2	\$4.6	Exceeded	Positive
Minority Business Financing Awarded (in billions)	\$1	\$2.2	Exceeded	Positive
Minority Business Jobs Created	7,500	13,377	Exceeded	Positive

Section 4.3 Detailed Indicator Plans and Performance

Objective 2.2: Increase the capacity of U.S. regional economies to accelerate the production of value-added goods and services by providing services to and investments in businesses and communities

Indicator	Minority Business Contracts Awarded (billions)							
Description	44 MBDA Business Centers provide business development assistance to make minority businesses more competitive for business contracts. MBDA Business Centers assisting minority businesses to execute contracts for goods and services report the contract value in MBDA's performance database. The total minority contract assistance is the sum of the contract amounts across all centers.							
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Target	\$0.9	\$1.0	\$1.1	\$1.1	\$1.1	\$2.0	\$2.0	\$2.0
Actual	\$2.1	\$1.5	\$2.1	\$2.2	\$3.2	\$4.6		
Status	Exceeded	Exceeded	Exceeded	Exceeded	Exceeded	Exceeded		
Trend	Positive							
Adjustments to targets	n/a							
Validation and Verification – See Section 8.5								

Indicator	Minority Business Financing Awarded (billions)							
Description	44 MBDA Business Centers provide business development assistance to make minority businesses more competitive for business business financing. MBDA Business Centers assisting minority businesses to acquire financing report the financing value in MBDA's performance database. The total minority financing assistance is the sum of the business financing value across all centers.							
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Target	\$0.5	\$0.6	\$0.9	\$0.9	\$0.9	\$1.0	\$1.0	\$1.0
Actual	\$0.9	\$1.8	\$1.8	\$1.4	\$1.5	\$2.2		
Status	Exceeded	Exceeded	Exceeded	Exceeded	Exceeded	Exceeded		
Trend	Positive							
Adjustments to targets	n/a							
Validation and Verification – See Section 8.5								

Indicator	Minority Business jobs created							
Description	44 MBDA MBCs provide business development assistance to enable minority businesses to create jobs. MBCs assisting minority businesses to create jobs, enter the number of jobs created in MBDA's performance database. The total minority jobs created is the sum of the jobs created for all deals across all MBCs.							
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Target	3,000	4,000	5,000	5,000	5,000	7,500	7,500	7,500
Actual	4,134	5,845	5,787	6,500	11,575	13,377		

Status	Exceeded	Exceeded	Exceeded	Exceeded	Exceeded	Exceeded		
Trend	Positive							
Adjustments to targets	n/a							
Validation and Verification – See Section 8.5								

Part 5: Other Indicators: NONE

Part 6: Agency Priority Goals: NONE

Part 7: Resource Requirements Table

	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Estimate	FY2016 Base	Increase / Decrease	FY 2016 Request
Total Funding	\$29.8	\$31.5	\$30.3	\$30.3	\$27.5	\$28.0	\$30.0	\$30.0	\$0.0	\$30.0
Direct	\$29.8	\$31.5	\$30.3	\$30.3	\$27.5	\$28.0	\$30.0	\$30.0	\$0.0	\$30.0
Reimbursable	\$0.3	\$0.3	\$0.3	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Total	\$30.1	\$31.8	\$30.6	\$30.3	\$27.5	\$28.0	\$30.0	\$30.0	\$0.0	\$30.0
Total FTE	82	86	84	68	50	56	70	70	0	70

Part 8: Other Information

Section 8.1: Major Management Priorities, Challenges, and Risks

MBDA’s management priorities, challenges, and risks include:

- Improving organizational efficiency, effectiveness, and responsiveness
- Improving contracting and procurement opportunities for MBEs who lack the size, scale, and scope to compete
- Improving access to capital for MBEs in high-growth industries including green technology, clean energy, healthcare, infrastructure, manufacturing, and broadband technology
- Funding centers at sufficient levels to meet existing demand for services allowing current and future centers the ability to proactively pursue additional clients

Section 8.2: Cross-Agency Collaborations

MBDA is currently collaborating with the Census Bureau and the Internal Revenue Service to create an outcome assessment for MBDA assistance programs by comparing average business growth rates of minority businesses receiving assistance during 2001-2011 with similarly situated minority control groups not receiving MBDA assistance over the same time period. This may shed some light on the impact assistance programs have over time in promoting minority business growth.

Section 8.3: Evidence Building

See Section 8.2.

Section 8.4: Hyperlinks: N/A

Section 8.5: Data Validation and Verification

Indicators	See Sections 4.2 and 4.3
Validation and Verification	
Data Source	MBDA Center Network Business Transaction Observations
Frequency	Real Time
Data Storage	DOC Network Servers and Oracle Servers
Internal Control Procedures	Oracle Contract Database Maintenance
Data Limitations	N/A
Actions to be Taken	MBDA Deal Verification prior to transaction registration as approved

The FY 2014 Summary of Performance and Finance Information includes in the Secretary’s Statement, an assessment of the reliability and completeness of the Department’s performance data.

Section 8.6: Lower-Priority Program Activities:

The President’s Budget identifies the lower-priority program activities, where applicable, as required under the GPRA Modernization Act of 2010, 31 U.S.C. 1115(b)(10). The public can access the volume at: <http://www.whitehouse.gov/omb/budget>.