

Office of Business Development 2008 Report to Congress

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This is the report on the U.S. Small Business Administration's (SBA) 8(a) Business Development Program as required by the Business Opportunity Development Reform Act of 1988 [15 U.S.C. 636(j)16(A) & (B)] and section 7(j)(16) (A) requires the following:

(A) The Administrator shall develop and implement a process for the systematic collection of data on the operations of the Program established pursuant to paragraph (10). (B) Not later than April 30 of each year, the Administrator shall submit a report to the Congress on the Program that shall include the following: (i) The average personal net worth of individuals who own and control concerns that were initially certified for participation in the Program during the immediately preceding fiscal year. The Administrator shall also indicate the dollar distribution of net worth, at \$50,000 increments, of all such individuals found to be socially and economically disadvantaged. For the first report required pursuant to this paragraph the Administrator shall also provide the data specified in the preceding sentence for all eligible individuals in the Program as of the effective date of this paragraph. (ii) A description and estimate of the benefits and costs that have accrued to the economy and the Government in the immediately preceding fiscal year due to the operations of those business concerns that were performing contracts awarded pursuant to section 8(a). (iii) A compilation and evaluation of those business concerns that have exited the Program during the immediately preceding three fiscal years. Such compilation and evaluation shall detail the number of concerns actively engaged in business operations, those that have ceased or substantially curtailed such operations, including the reasons for such actions, and those concerns that have been acquired by other firms or organizations owned and controlled by other than socially and economically disadvantaged individuals. For those businesses that have continued operations after they exited from the Program, the Administrator shall also separately detail the benefits and costs that have accrued to the economy during the immediately preceding fiscal year due to the operations of such concerns. (iv) A listing of all participants in the Program during the preceding fiscal year identifying, by State and by Region, for each firm: the name of the concern, the race or ethnicity, and gender of the disadvantaged owners, the dollar value of all contracts received in the preceding year, the dollar amount of advance payments received by each concern pursuant to contracts awarded under section 8(a), and a description including (if appropriate) an estimate of the dollar value of all benefits received pursuant to paragraphs (13) and (14) and section 7(a)(20) during such year. (v) The total dollar value of contracts and options awarded during the preceding fiscal year pursuant to section 8(a) and such amount expressed as a percentage of total sales of (I) all firms participating in the Program during such year; and (II) of firms in each of the nine years of program participation. (vi) A description of such additional resources or program authorities as may be required to provide the types of services needed over the next two-year period to service the expected portfolio of firms certified pursuant to section 8(a). (vii) The total dollar value of contracts and options awarded pursuant to section 8(a), at such dollar increments as the Administrator deems appropriate, for each four digit standard industrial classification code under which such contracts and options were classified. (C) The first report required by subparagraph (B) shall pertain to fiscal year 1990.

Ethnicity Abbreviations

APA	Asian Pacific American
BA	Black American
CA	Caucasian American
HA	Hispanic American
NA	Native American
OA	Other American
SAA	Subcontinent Asian American
H	When used in conjunction with an ethnic abbreviation indicates the individual is handicapped.

Special Ownership Abbreviations

When used with an ethnic designation these abbreviations indicate the 8(a) firm is owned by the following type of organization.

ANC	Owned by an Alaska Native Corporation
CDC	Owned by a Community Development Corporation
TO	Owned by an Tribal Organization

EXECUTIVE SUMMARY

This report is provided annually to determine and quantify the extent to which the 8(a) Business Development Program has assisted in the development of firms owned and controlled by socially and economically disadvantaged individuals. The Act requires the Small Business Administration to analyze the accomplishments of businesses certified to participate in the 8(a) Business Development Program during the immediately preceding fiscal year and the status of the business concerns that completed their 8(a) Business Development Program term during the immediately preceding three fiscal years.

Fiscal year 2008 marked the 40th year of the SBA's 8(a) Business Development Program. During fiscal year 2008, a total of 9,462 businesses participated in the 8(a) Business Development Program. These firms made significant contributions to the Federal, state and local tax base and contributed an estimated 191,973 jobs to the Nation's economy. Between October 1, 2007, and September 30, 2008, a total of 642 new firms were certified to participate in the program.

Year-end financial statements submitted by the 9,462 firms participating in the program authorized by 15 U.S.C. 637(a) during fiscal year 2008 reported total revenues exceeding \$10.3 billion. Resulting revenue from the program authorized by 15 U.S.C. 637(a) was \$6.3 billion or 61.2 percent of all the firms' total revenue.

In order to assess the current business status of firms that graduated from the 8(a) Business Development Program in the past 3 years, SBA utilized Dun and Bradstreet data to provide the information on the firms that completed the nine year program. Of the 1,166 firms that completed their 8(a) Business Development Program term between October 1, 2005, and September 30, 2007: 906 were independently operational; 98 had substantially curtailed operations; 1 had been acquired by other firms owned and controlled by non-disadvantaged individuals; 89 had ceased business operations; no data was available in Dun & Bradstreet for 73 firms to support the analysis.

The total annual revenue of firms that exited the 8(a) Business Development Program in the last 3 years as reported by Dunn and Bradstreet had reported earnings of more than \$3.1 billion dollars, and provided employment for approximately 49,302 persons.

PROGRAM INITIATIVES

- 1. Mission:** The purpose of the 8(a) Business Development Program is to assist eligible small disadvantaged business concerns compete in the American economy through business development. (13 CFR 124.1) These small disadvantaged businesses are owned and controlled by socially and economically disadvantaged individuals, economically disadvantaged Indian tribes (including Alaska Native Corporations), economically disadvantaged Native Hawaiian Organizations and Community Development Corporations. The 8(a) Business Development Program fulfills this mission by providing a menu of business development resources, such as marketing, managerial, technical, and financial and procurement assistance.
- 2. Business Development:** The 8(a) Business Development Program promotes business development over a 9-year period. Each participant's progress is monitored and measured, and its developmental needs are identified through annual reviews of its business plan. Guidance is provided through the Service Corps of Retired Executives (SCORE), Small Business Development Centers (SBDC) and Women's Business Centers (WBC). In addition, through award of sole source and limited-competition contracts, the 8(a) Business Development Program provides a logical, systematic approach to market access and enterprise growth to small businesses owned and controlled by socially and economically disadvantaged individuals.
- 3. Management and Technical Assistance:** Under Section 7(j) of the Small Business Act, the SBA provides specialized training, professional consultant assistance, and high-level executive development to eligible firms. This authority allows the SBA to provide assistance to 8(a) Business Development Program participants as well as to other small disadvantaged businesses, low-income entrepreneurs, and small businesses in labor-surplus areas or areas with a high proportion of low-income individuals. However, 8(a) Business Development firms also receive assistance through SCORE, SBDCs and the United States Export Assistance Centers (USEAC), as well as the mentor-protégé, joint venture, surety bond guarantee, and loan programs.

NET WORTH OF NEWLY CERTIFIED PROGRAM PARTICIPANTS (Claude)

15 U.S.C. 636(j)(16)(B)(i)

The average personal net worth of individuals who own and control concerns that were initially certified for participation in the Program during the immediately preceding fiscal year. The Administrator shall also indicate the dollar distribution of net worth, at \$50,000 increments, of all such individuals found to be socially and economically disadvantaged.

- 1. Total Personal Net Worth:** The personal net worth, for program purposes, is the net value of the remaining assets of an individual, after total liabilities are deducted from their total assets. During fiscal year 2008, 702 individuals were initially certified to participate in the 8(a) Business Development Program. Table I presents data on the personal net worth of the 702 individuals who used their eligibility to qualify 642 firms (more than one individual may use his/her social and economic disadvantage status to qualify a single firm). In determining total personal net worth, the equity in the individual's primary residence and business is included. The average personal net worth of these individuals was \$227,881.

Individuals with a personal net worth ranging from less than zero dollars to \$50,000 constituted 21.2 percent of owners controlling firms that were certified; individuals with a personal net worth of \$50,001 to \$100,000 constituted 13.9 percent; and individuals with a personal net worth of \$100,001 to \$150,000 constituted 13.0 percent. Approximately forty eight percent of the individuals owning and controlling firms that were certified had a personal net worth ranging from less than zero dollars to \$150,000. (See Table I)

- 2. Adjusted Personal Net Worth:** The adjusted personal net worth is defined as total personal net worth less the individual's equity in his or her primary residence and the individual's ownership interest in the applicant concern. Please note: the Small Business Act directs the SBA to use adjusted personal net worth, which excludes the net value of the personal residence and the business. For the purpose of determining whether an individual may be considered economically disadvantaged, the average adjusted personal net worth of the individuals owning and controlling the firms initially certified during fiscal year 2008 was \$69,836.

Individuals with an adjusted personal net worth ranging from less than zero dollars to \$50,000 constituted 45.60 percent of owners controlling firms that were certified; individuals with an adjusted personal net worth of \$50,001 to \$100,000 constituted 16.9 percent; and individuals with an adjusted personal net worth of \$100,001 to \$150,000 constituted 13.7 percent. Approximately seventy six percent of the individuals owning and controlling firms that were certified had an adjusted personal net worth ranging from less than zero dollars to \$150,000. (See Table II)

TABLE I
Total Personal Net Worth
(October 1, 2007 through September 30, 2008)
Individual Net Worth (unadjusted) expressed in \$50,000 increments

Dollar Range	Number in Range	Cumulative Total	Cumulative Percentage
(\$850,000) - (\$800,001)	1	1	0.14%
(\$200,000) - (\$150,001)	2	3	0.43%
(\$100,000) - (\$ 50,001)	5	8	1.14%
(\$50,000) - (\$1)	20	28	3.99%
\$ 0 - \$ 0	28	56	7.98%
\$ 1 - \$ 50,000	93	149	21.23%
\$50,001 - \$100,000	98	247	35.19%
\$100,001 - \$150,000	91	338	48.15%
\$150,001 - \$200,000	76	414	58.97%
\$250,001 - \$300,000	43	535	76.21%
\$300,001 - \$350,000	34	569	81.05%
\$350,001 - \$400,000	21	590	84.05%
\$400,001 - \$450,000	21	611	87.04%
\$450,001 - \$500,000	18	629	89.60%
\$500,001 - \$550,000	14	643	91.60%
\$550,001 - \$600,000	12	655	93.30%
\$600,001 - \$650,000	7	662	94.30%
\$650,001 - \$700,000	5	667	95.01%
\$700,001 - \$750,000	4	671	95.58%
\$750,001 - \$800,000	6	677	96.44%
\$800,001 - \$850,000	4	681	97.01%
\$850,001 - \$900,000	2	683	97.29%
\$900,001 - \$950,000	1	684	97.44%
\$950,001 - \$1,000,000	2	686	97.72%
\$1,000,001 - \$1,050,000	1	687	97.86%
\$1,050,001 - \$1,100,000	2	689	98.15%
\$1,100,001 - \$1,150,000	0	689	98.15%
\$1,150,001 - \$1,200,000	2	691	98.43%
\$1,200,001 - \$1,250,000	1	692	98.58%
\$1,250,001 - \$1,300,000	1	693	98.72%
\$1,300,001 - \$1,350,000	1	694	98.86%
\$1,350,001 - \$1,400,000	0	694	98.86%
\$1,400,001 - \$1,450,000	0	694	98.86%
\$1,450,001 - \$1,500,000	2	696	99.15%
\$1,500,001 - \$1,550,000	0	696	99.15%
\$1,550,001 - \$1,600,000	0	696	99.15%

TABLE I (Continued)
Total Personal Net Worth
 (October 1, 2007 through September 30, 2008)
 Individual Net Worth (unadjusted) expressed in \$50,000 increments

\$1,600,001 - \$1,650,000	1	697	99.29%
\$1,650,001 - \$1,700,000	1	698	99.43%
\$1,700,001 - \$1,750,000	0	698	99.43%
\$2,150,001 - \$2,200,000	2	700	99.72%
\$2,250,001 - \$2,300,000	2	702	100.00%

Range of Personal Net Worth	(\$808,954) - \$2,278,635
Median Personal Net Worth	\$165,166
Average Personal Net Worth	\$227,881

Note: In Tables I and II where the number of applicants in the range is zero, no range is stated.

TABLE II
Total Adjusted Personal Net Worth

(October 1, 2007 through September 30, 2008)
 Individual Net Worth (adjusted) expressed in \$50,000 increments.

Dollar Range	Number in Range	Cumulative Total	Cumulative Percentage
(\$1,268,127) - (\$750,001)	1	1	0.14%
(\$700,001) - (\$750,000)	1	2	0.28%
(\$650,001) - (\$700,000)	1	3	0.43%
(\$450,001) - (\$500,000)	1	4	0.57%
(\$350,001) - (\$400,000)	1	5	0.71%
(\$300,001) - (\$350,000)	0	5	0.71%
(\$250,001) - (\$300,000)	4	9	1.28%
(\$200,001) - (\$250,000)	4	13	1.85%
(\$200,000) - (\$150,001)	4	17	2.42%
(\$150,000) - (\$100,001)	8	25	3.56%
(\$100,000) - (\$ 50,001)	19	44	6.27%
(\$ 50,000) - (\$1)	53	97	13.82%
\$0 - \$0	28	125	17.81%
\$1 - \$ 50,000	195	320	45.58%
\$50,001 - \$100,000	119	439	62.54%
\$100,001 - \$150,000	96	535	76.21%
\$150,001 - \$200,000	89	624	88.89%
\$200,001 - \$250,000	78	702	100.00%

Range of Personal Net Worth	(\$1,368,127) - \$249,999
Median Personal Net Worth	\$68,817
Average Personal Net Worth	\$69,836

Note: In Tables I and II where the number of applicants in the range is zero, no range is stated.

BENEFITS AND COSTS OF THE 8(a) PROGRAM TO THE ECONOMY

15 U.S.C. 636(j)(16)(B)(ii)

A description and estimate of the benefits and costs that have accrued to the economy and the Government in the immediately preceding fiscal year due to the operations of those business concerns that were performing contracts awarded pursuant to section 8(a).

During fiscal year 2008, a total of 9,462 concerns participated in the 8(a) Business Development Program. This figure includes all firms that entered and exited the program throughout the year. SBA's field offices reported that these firms provided employment for more than 191,973 people.

According to year-end financial statements submitted by participants in the program during the fiscal year ending September 30, 2008, total revenue exceeded \$10.3 billion. Total revenue for the program authorized by 15 U.S.C. 637(a) was approximately \$6.3 billion, or 61.2 percent, of firms' total revenue. The balance of revenue for program participants, 38.8 percent, was earned from non-program sources. This is consistent with the 8(a) program's intent to have participants rely on non-program sources of revenue in order to enhance post program viability.

1. Benefits to the Economy and the Government

In principle, the benefit to the economy represents the incremental gain to disadvantaged groups from employment and income supported by 8(a) business development contracts, as well as incremental gains in business sustainability. The following are areas in which 8(a) business development certified businesses are contributing to the gross domestic product, the Nation's tax base, employment, and the individual wealth and well-being of all Americans.

- a. Long-term Business Development Efforts:** Since the inception of the 8(a) program (1968), there have been more than 970,000 8(a) contract awards, worth approximately \$137.0 billion. While these figures represent a very small percentage of total federal procurement awards and dollars, they still signal significant success in including targeted businesses in the federal market.
- b. Employment:** The 9,462 8(a) business development firms provided employment for an estimated 191,973 people during fiscal year 2008, an average of 20.3 employees per company. The 8(a) Business Development Program is a source of employment in all states, the District of Columbia, Guam, Puerto Rico and the U.S. Virgin Islands.¹

¹ Appendix D reflects the total number of employees per firm and corresponding number of firm in that range.

- c. **Firm Owners:** In the selection of program participants for annual national awards, much emphasis is placed on community involvement. This is referenced as part of their accomplishments.
- d. **Diversity and ethnicity of firms assisted:** America is a nation composed of ethnically diverse individuals. Historically, many disadvantaged businesses are owned by individuals who have not had access to mainstream business opportunities and have little or no access to capital and credit. The 8(a) Program provides certified firms with opportunities to improve their ability to successfully compete in the nation's marketplace.

3. Costs to the Government

The SBA's Office of Business Development (BD), located in the Office of Government Contracting and Business Development, is responsible for the administration of the Business Development Program. The following is a summary of the administrative, financial assistance, and management and technical assistance costs of the 8(a) Business Development program during fiscal year 2008:

- a. **Program Administrative Costs** \$ 51,800,000

SBA program administrative costs consist of personnel, travel, supplies, training and similar expenses. In fiscal year 2008, the 8(a) Business Development Program had actual costs of \$ 51.8 million, including \$ 18.2 million attributable to Headquarters, and \$33.6 million attributable to Field Operations (district offices). A total of 182.5 full time equivalent (FTE) positions worked in the program in fiscal year 2008; including 31 FTE's in Headquarters and 151.5 FTE's in District Offices.

- b. **Management and Technical Assistance** \$ 4,761,000

Section 7(j) mandates that the SBA obtain and maintain a qualified cadre of individuals and organizations to provide assistance to socially and economically disadvantaged individuals. For fiscal year 2008, Section 7(j) assistance had actual costs of \$4,761,000

c. Advance Payments

\$ 0

Advance payments are non-interest bearing loans made by the SBA to a Business Development Program participant in connection with the performance of a specific 8(a) Business Development contract to assist the firm in meeting the financial requirements of performing the contract. Since the Federal Credit Reform Act of 1990 (effective October 1, 1992), the SBA has not provided advance payments for 8(a) business development contracts. In 1998, SBA eliminated the authority to approve advance payments for 8(a) contractors from the 8(a) Program Development program regulations (13 C.F.R. 124). There have been no appropriations for this program for the past several years. Consequently, no advance payments have been appropriated for the current fiscal year. However, each procuring agency's contracting officers have authority to provide advance payments on individual contracts to 8(a) Business Development firms using their individual agency's funds.

EVALUATION OF FIRMS THAT EXITED THE 8(a) PROGRAM

15 U.S.C. 636(j)(16)(B)(iii)

A compilation and evaluation of those business concerns that have exited the Program during the immediately preceding three fiscal years. Such compilation and evaluation shall detail the number of concerns actively engaged in business operations, those that have ceased or substantially curtailed such operations, including the reasons for such actions, and those concerns that have been acquired by other firms or organizations owned and controlled by other than socially and economically disadvantaged individuals. For those businesses that have continued operations after they exited from the Program, the Administrator shall also separately detail the benefits and costs that have accrued to the economy during the immediately preceding fiscal year due to the operations of such concern.

The SBA utilized data provided by Dun & Bradstreet to analyze the 1,166 firms that completed their 8(a) Business Development Program term between October 1, 2004, and September 30, 2008. Of the 1,093 firms for which data was available, 906 were independently operational, 98 had substantially curtailed operations, 1 had been acquired by other firms owned and controlled by non-disadvantaged individuals, and 89 had ceased business operations. Data was not available for 73 firms. (See Table III). The total annual revenue of all exited firms reporting was approximately \$3.1 billion. Firms exiting over the immediately preceding 3 fiscal years provided employment for approximately 49,302 persons.

During fiscal year 2008, 537 firms were terminated from participation in the 8(a) Business Development Program. There are numerous reasons for termination; however, most were terminated due to their failure to comply with basic program reporting requirements. These actions ensured that only firms eligible for the program received program benefits. In addition, companies that cease operations and fail to withdraw voluntarily were terminated. During fiscal year 2008, 228 firms elected to withdraw voluntarily from 8(a) Business Development Program participation.

The reasons that caused former 8(a) businesses to cease operations, like the reasons that cause any category of business to cease operations, are numerous. The reasons may include: economic conditions; retirement, illness or death of the owner; reduced Federal contracting opportunities; a decision to sell the business or start a new business venture; or the pursuit of other professional interests. According to a new study provided by the U.S. Department of Labor, Bureau of Labor Statistics stated that two-thirds of new employer establishments survive at least two years, and 44 percent survive at least four years. However, after 4 years, the survival rate is decreasing at a slower pace.²

² “Characteristics of Survival: Longevity of Business Establishments in the Business Employment Dynamics Data: Extensions” by Amy E. Knaup and Merissa C. Piazza; Bureau of Labor Statistics, December 2006.

Please note that the statutory language cited above requests detailed information for firms that have exited the 8(a) Program for each of the three preceding fiscal years. To determine whether a firm had substantially curtailed business operations, SBA based this data on the number of employees at the time of program completion and compared that number to the current number of employees. If there was a significant decrease greater than fifty percent, it was determined that the firm may have decreased business

TABLE III
Status of 8(a) Business Development Participants That Exited The Program
(October 1, 2005 through September 30, 2008)

Status of Exited Participants ¹	FY 2006	FY 2007	FY 2008	Totals
Terminated From Program	318	198	485	1001
Voluntarily Withdrew From Program	95	164	218	477
Graduated	12	11	12	35
Totals	425	373	715	1513

Status of 8(a) Business Development Participants That Completed Their Program Term
(October 1, 2005 through September 30, 2007)

Status of Participants Completing Term	FY 2005	FY 2006	FY 2007	Totals	Percent
Completed 9 Year Program Term ³	406	364	396	1166	
Dun & Bradstreet Data Available	390	345	358	1093	
Independently Operational	313	290	303	906	77.7%
Substantially Curtailed Operations	28	32	38	98	8.4%
Ceased Business Operations	49	23	17	89	7.6%
Acquired By Other Firm	0	0	1	1	.00%
Dun & Bradstreet Data Not Available	16	19	38	73	6.3%
					100%

Note ¹ - Adjustments due to status change date correction

COMPILATION OF FISCAL YEAR 2008 PROGRAM PARTICIPANTS

15 U.S.C. 636(j) (16) (B) (iv)

A listing of all participants in the Program during the preceding fiscal year identifying, by State and by Region, for each firm: the name of the concern, the race or ethnicity, and gender of the disadvantaged owners, the dollar value of all contracts received in the preceding year, the dollar amount of advance payments received by each concern pursuant to contracts awarded under section 637(a) of this title, and a description including (if appropriate) an estimate of the dollar value of all benefits received pursuant to paragraphs (13) and (14) and section 7(a) (20) during such year.

The ethnic heritage of the owners of the 9,462 firms participating in the 8(a) Business Development Program during fiscal year 2008 is as follows: Black American - 3,183 (33.6 percent); Hispanic American - 2,010 (21.2 percent); Asian Pacific American - 1,072 (11.3 percent); Subcontinent Asian American - 788 (8.3 percent); Native American - 795 (8.4 percent); Native Hawaiian American - 29 (0.3 percent); Caucasian American - 215 (2.3 percent) and Other American – 1370 (14.5 percent). Men own 66.7 percent of the firms and 33.3 percent are owned by women.

TOTAL VALUE OF CONTRACTS AND OPTIONS AWARDED DURING FISCAL YEAR 2008

15 U.S.C. 636(j)(16)(B)(v)

The total dollar value of contracts and options awarded during the preceding fiscal year pursuant to section 637(a) of this title and such amount expressed as a percentage of total sales of (I) all firms participating in the Program during such year, and (II) of firms in each of the nine years of program participation.

In fiscal year 2008, current 8(a) Participants reported total revenue of \$10.3 billion. Active participants derived 60.8 percent of their total revenue from 8(a) contracts. It should be noted that the full contract or modification estimated award amounts might not be received during the fiscal year in which they are awarded. Also, the total estimated amount might not be achieved at all. Therefore, the firms' revenue figures may not reflect the total contract and modification award amounts. (See Table VII for contract and modification dollars expressed as a percentage of firms' total revenue in each of the nine years of program participation.)

Table IV

Contract and Modification Dollars Expressed as a Percentage of Firms' Total Revenue In Each of the Nine Years of Program Participation

Program Year	Number of Employees	8(a) Revenue	Total Revenue	8(a) as Percent of Total Revenue
1	11,084	30,083,940	648,635,507	4.64%
2	11,014	333,370,284	741,109,121	44.98%
3	24,084	641,719,545	1,181,410,087	54.32%
4	21,919	881,585,688	1,269,193,582	69.46%
5	25,319	1,183,310,896	1,571,810,438	75.28%
6	21,938	929,695,353	1,304,713,553	71.26%
7	31,678	1,072,351,186	1,555,700,327	68.93%
8	21,374	845,659,485	1,089,854,151	77.59%
9	23,563	332,226,814	920,985,691	36.07%
Totals	191,973	6,250,003,190	10,283,412,456	60.78%

REQUESTED RESOURCES AND PROGRAM AUTHORITIES

15 U.S.C. 636(j) (16) (B) (vi)

A description of such additional resources or program authorities as may be required to provide the types of services needed over the next two-year period to service the expected portfolio of firms certified pursuant to section 637(a) of this title.

At this time, no additional resources or program changes are being requested.

VALUE OF CONTRACTS AND MODIFICATIONS BY SIC CODE

15 U.S.C. 636(j)(16)(B)(vii)

The total dollar value of contracts and options awarded pursuant to section 637(a) of this title, at such dollar increments as the Administrator deems appropriate, for each four digit standard industrial classification code under which such contracts and options are classified.

See Appendix A

APPENDIX- A

APPENDIX- B

APPENDIX- C

APPENDIX - D