

**CHARLOTTE  
BUSINESS**



Connecting MWSEBs  
with opportunities.



# MINORITY, WOMEN, SMALL BUSINESS ENTERPRISE ANNUAL REPORT

FY 2015 | YEAR END



**CHARLOTTE**<sup>SM</sup>





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This past year, several members of City Council asked Charlotte Business INclusion (CBI) to share more information in our year-end report about the CBI Program's activities and efforts in meeting its mission of promoting diversity, inclusion, and local business opportunities in the City's contracting and procurement for Minority, Women and Small Business Enterprise (MWSBE) owned firms. In response, it is our sincere pleasure to present to you the expanded version of our annual year-end report!

In this Annual Report for Fiscal Year 2015, we acknowledge and thank the Mayor and City Council for their commitment, collaboration, and partnership to increasing MWSBE's wealth and capacity.

The following pages provide information on key program accomplishments, MWSBE financial spend achievements, and CBI's community impact in the form of personal snapshots from some of our certified MWSBEs. Following are just a few of the CBI Program's highlights for FY15:

- Total MWSBE spend opportunities accounted for \$211,583,211; of this amount, \$27,118,393 (12.82%) was spent with 232 certified MWSBEs.
- The CBI certification team successfully certified 112 new MWSBEs and recertified another 116 companies, bringing the total number of certified MWSBEs in the City's vendor system to 879.
- CBI and its financial partners, The Self Help Credit Union and The Support Center, combined efforts to make a total of seventeen (17) small business loans totaling \$831K.

We look forward to advancing City Council's MWSBE initiatives and expanding diversity and inclusion in our community.

Best Regards,

*Nancy Rosado*  
Charlotte Business INclusion Manager

*Randy Harrington*  
Chief Financial Officer  
Director of Management & Financial Services

# ABOUT CHARLOTTE BUSINESS INCLUSION

## HISTORY & PURPOSE

The City of Charlotte's continued economic growth depends on leveraging the power of a diversified and inclusive business community that recognizes and rewards the entrepreneurial spirit of its Minority, Women, Small Business Enterprises (MWSBEs). The Charlotte Business INclusion (CBI) Program seeks to develop and grow MWSBEs in the Charlotte area by creating a business climate that supports businesses and advances opportunities for MWSBE firms.

The City of Charlotte is fully committed to using its resources in a manner that promotes a robust and inclusive economy that utilizes all segments of its business population, regardless of race or gender. In April 2013, Charlotte City Council adopted the CBI Policy to remediate the ongoing effects of marketplace discrimination that the City found continue to adversely affect the participation of minority and women owned firms in City contracts. These findings are detailed in both the City's 2011 Disparity Study and the Legal Opinion Memo of Franklin Lee of Tydings & Rosenberg (Lee Report), which are both available at [www.CharlotteBusinessInclusion.com](http://www.CharlotteBusinessInclusion.com).



Pictured: Randy Harrington, Director of M&FS, Nancy Rosado, CBI Manager with 2015 Charlotte Business INclusion staff

## MISSION

The Charlotte Business INclusion (CBI) Program promotes diversity, inclusion, and local business opportunities in the City's contracting and procurement process for Minority, Women and Small Business Enterprises (MWSBEs) headquartered in the Charlotte Combined Statistical Area (CSA).

The CBI Program provides benefits for both the City and the business community in our region. For MWSBEs, participation in the program provides greater exposure to business opportunities and access to resources. For the City, participation helps increase contracting opportunities with MWSBE companies, resulting in greater job availability and business growth for the local business community.

## STRATEGIC PILLARS

On January 23, 2015, the Charlotte Business INclusion office was consolidated with six other organizations to create a new City department, Management & Financial Services. This consolidation is the result of initiatives designed to foster an environment of collaboration and enhancement among City services directly impacting customer service. The transition has been positive for the CBI program as it has elevated the program's visibility and impact in our City organization and the community. CBI's vision aligns perfectly with the service commitment of Management & Financial Services, which is to "be an exceptional partner in building and sustaining a great community."

The CBI program is guided by five strategic pillars. Each of the pillars provides the strength and support needed to create a business climate that advances opportunities for MWSBEs.



# FY2015 KEY ACCOMPLISHMENTS

## CERTIFIED MWSBE SPEND PERFORMANCE

- Citywide spending with certified MWSBEs totaled \$27,118,393 with 232 firms.
- Prime contractors reported \$34,765,577 in subcontractor spending on City funded construction projects with 196 certified MWSBEs.

## COMMUNITY OUTREACH

CBI staff participated in more than 40 community education and outreach events.



## INCREASED PROCUREMENT OPPORTUNITIES

CBI continues to implement strategies to increase MWSBE procurement opportunities. CBI collaborated with several City departments to identify and issue solicitations for SBE only participation, which resulted in five individual contracts with a total value of \$1.5M awarded to five separate SBEs.

## INCREASED MWSBE VENDOR POOL

The CBI certification team successfully certified 112 new MWSBEs and recertified another 116 companies, bringing the total number of certified MWSBEs in the City's vendor system to 879.



## INCREASED MWSBE ACCESS TO PRIMES

CBI partnered with City departments to host five “Meet the Primes” evening events attended by more than 350 firms, which provided a networking forum for prime contractors to expand their pool of potential subcontractors to fulfill MWSBE subcontracting goals.



## CBI ADVISORY COUNCIL

The CBI Advisory Council (CBIAC) was established to ensure increased citizen participation. CBIAC members represent nine (9) community organizations and are working collaboratively with the CBI Office to address community priorities.

## ACCESS TO CAPITAL

CBI and its financial partners, The Self Help Credit Union and The Support Center, combined efforts to provide 17 small businesses with loans totaling \$831K. These loans assisted businesses to purchase equipment, inventory, cover timing differences and provide start-up working capital.



## PARTNERSHIPS

CBI partnered with Engineering and Property Management’s (E&PM) Landscape Management Division to host an Annual Landscape Management Contractors Outreach Breakfast. MWSBEs who attended the event were able to build relationships with E&PM representatives as they learned about the City’s future landscape projects.



Julio Colmenares, owner of CGR Creative, Michelle Menard, owner of Choice Translating, Inc., and Lee Ratliff, Deputy Chief of Professional Security Services



## CROWNS *of* ENTERPRISE

### *Celebrating Local Minority, Women and Small Businesses*

In celebration of Charlotte's Small Business Month, Charlotte Business INCLUSION and Mecklenburg County hosted the 4th Annual Charlotte-Mecklenburg Crowns of Enterprise Awards Ceremony on May 7, 2015.

Each year, the event recognizes the positive footprint and economic impact small businesses have on our community and awards one outstanding business in each of the following categories: Minority Business Enterprise (MBE) of the Year, Woman Business Enterprise (WBE)

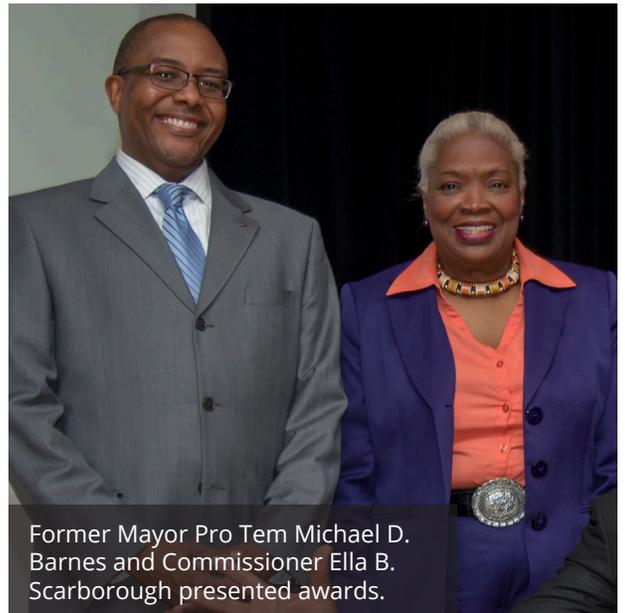
of the Year, and Small Business Enterprise (SBE) of the Year. The 2015 winners were:

#### **MBE OF THE YEAR**

**Lee Ratliff, Deputy Chief of Professional Security Services** (PSS), provides professionally-trained, uniformed security officers for office buildings, banks, business parks, shopping centers, and other various locations, to ensure overall safety of people and property.



City Manager Ron Carlee gave opening remarks.



Former Mayor Pro Tem Michael D. Barnes and Commissioner Ella B. Scarborough presented awards.



## WBE OF THE YEAR

**Michelle Menard, owner of Choice Translating, Inc.,** runs a full service linguistic agency that provides translation, software and website localization, desktop publishing, voice-overs and interpreting services in 200 languages.

## SBE OF THE YEAR

**Julio Colmenares, owner of CGR Creative,** operates a full-service marketing and advertising agency in Charlotte with more than 12 years of experience focusing on graphic and website design, programming & application development and digital marketing.

Each award winner received a 2015 Crowns of Enterprise Award; marketing publicity on the City of Charlotte, Mecklenburg County, and Charlotte Business Resources websites; community visibility through numerous social media vehicles; a promotional video shot by GovChannel; and free advertising for one month on a digital billboard in uptown Charlotte near the EPICENTRE.

In addition to recognizing small businesses, the Crowns of Enterprise Awards Ceremony promotes an environment that supports networking amongst businesses, officials and government agencies. Over 200 people attended the event in support of the nominated businesses.

# COMMUNITY ECONOMIC IMPACT

Each year the CBI Office collaborates with City Departments to forecast MWSBE spend opportunities; establish MWSBE goals; track and report MWSBE spending; monitor CBI Policy compliance; and host MWSBE education workshops. The following highlights some examples where CBI is having a significant impact in our community.

## CBI ADVISORY COUNCIL

In October 2014, CBI accomplished one of City Council's goals and established the CBI Advisory Council (CBIAC). CBIAC's mission is to identify challenges and solutions to ensure the CBI Policy has a positive impact on the economic development and growth of certified MWSBEs. The committee consists of community stakeholders from the following organizations:

- Carolinas Asian-American Chamber of Commerce
- Charlotte Chamber of Commerce
- Charlotte Mecklenburg Black Chamber of Commerce
- Hispanic Contractors Association of the Carolinas
- Latin American Chamber of Commerce
- Metrolina Minority Contractors Association

- Metrolina Native-American Association
- National Association of Women Business Owners

During FY2015, the CBIAC developed the committee's charter, strategic outcomes, goals, and initiatives. These strategic goals were largely influenced by a Community Feedback Session held in March 2015 and will provide the framework for the CBIAC's work in FY2016 which will focus on the following five priority areas:

- Access to Opportunities
- Accountability
- Education
- Bonding
- Access to Capital



## NEW BEGINNING LANDSCAPE

New Beginning Landscape, LLC, was established in 1998 by George Daniels and has been SBE certified since 2004. In 2013, Daniels was one of the first applicants of the City's Small Business Mobilization Loan Program, which provides short-term working capital to SBEs working on City funded projects. Daniels has received more than \$165,000 in loans helping him cover payroll and purchase materials, which has helped his business revenue increase by more than 75 percent. Daniels states, "the City's Small Business Mobilization Loan Program has provided our business with the necessary financial backing, which has enabled us to bid on larger projects."

# NETWORK CABLING SYSTEMS

Network Cabling Systems (NCS) is a regional communications service contractor with more than 25 years in business specializing in voice and data cabling. NCS, a certified MBE since 2002, designs, implements and supports highly dependable, scalable and secure network cabling systems. "Obtaining the MBE certification has created more business opportunities with both public and private companies," said Louis Romero, NCS President (*pictured right*). In March 2012, NCS was awarded a subcontract of more than \$1M for the cabling of the new Charlotte Douglas Airport's Hourly Deck and Rental Car Facility, which opened on November 14, 2014.



## SBE DESIGNATED SOLICITATIONS

A new strategy implemented in FY2015 that has demonstrated positive outcomes and enhanced economic impact for local small businesses is the designation of contracts for Small Business Enterprise (SBE) participation. By designating certain contracts in which solicitation efforts are directed only to SBEs, the City is eliminating obstacles that may preclude small businesses from participating as prime contractors on City contracts. The strategy has resulted in the award of five contracts with a total value of \$1.5M to five SBE firms.

## LANDSCAPE MANAGEMENT

For the past eight years, Charlotte Business INclusion has partnered with Engineering and Property Management's (E&PM) Landscape Management Division to host an Annual Landscape Management Contractors Outreach Breakfast. As the attendance has grown each year, the City has utilized this event as a way to build the capacity of MWSBEs to be awarded prime contracts with the City. MWSBEs who attend the event are able to build

relationships with E&PM representatives as they learn about the City's future landscape projects.

The collaboration has been a huge success. In FY15, 42 out of 86 total landscape projects were awarded to 10 MWSBEs. Those 42 projects had contract values equaling \$4.40M out of a total \$8.09M.





## CAROLINA CAJUN CONCRETE

Carolina Cajun Concrete, a provider of general contracting services, has been certified as a WSBE since 2002. Established in 1988 with only five employees, the company has seen significant business growth. Today, Carolina Cajun has 16 employees. Since becoming certified, the company has grown from working as a sub-contractor to being awarded four projects in FY2015 as a prime contractor. Carolina Cajun has also seen its revenues with the City increase by 50% in the last two years. Carolina Cajun Concrete President Bonnie Putnam said, "This increased capacity to perform as a Prime on larger contracts can be directly attributed to our participation in the City's CBI program and events."



## ALL THINGS PROFESSIONAL CLEANING

All Things Professional Cleaning is owned and operated by Erica Everett (pictured left).

The business was started in 2006 and became a City certified SBE. They currently employ 10 staff and provide commercial cleaning service. The company proudly provides their services at four Charlotte Douglas Airport buildings as part of a new three year-sub-contractor agreement with Sunshine Cleaning. Everett values the relationship she has built with the City of Charlotte stating that "being certified by the City of Charlotte has given All Things Professional Cleaning access to larger corporations; exposure that All Things Professional Cleaning, Inc. would have a challenging time trying to accomplish on its own."

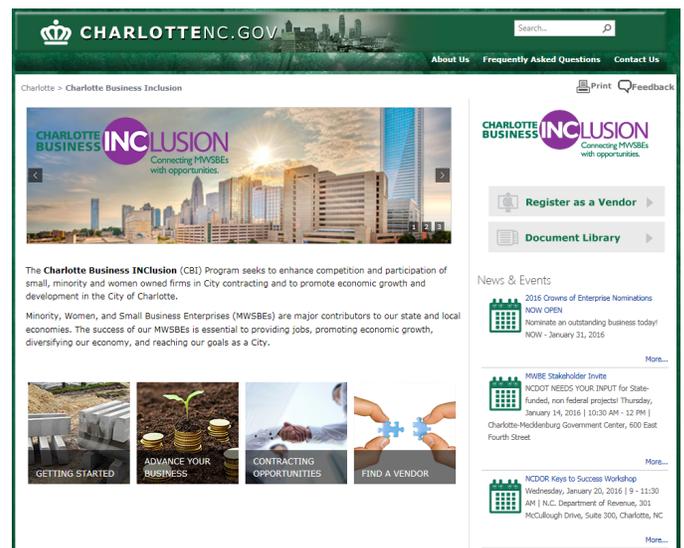
## CBI HELPING MWSBES GROW

The CBI Program established the following partnerships to promote small business growth and development:

- **Central Piedmont Community College:** To ensure access to educational opportunities, MWSBEs are eligible for up to \$300 in tuition assistance to pay for courses that build capacity in areas such as bookkeeping, marketing, and business planning.
- **Professional Association Sponsorships:** To help MWSBEs make connections and encourage networking, certified MWSBEs are eligible for one-time sponsorships of up to \$100 to join select area professional associations.

## NEW WEBSITE

CBI re-launched [www.CharlotteBusinessInclusion.com](http://www.CharlotteBusinessInclusion.com) as the definitive resource for MWSBEs and City contract opportunities. The refreshed site makes it easier for visitors to navigate the webpage and access valuable information on certification, contracting opportunities, loan programs, CBI policy and forms, business resources, events and news. CBI also manages a publicly available directory of all certified firms.



# MWSBE UTILIZATION

## CITYWIDE DIRECT DISCRETIONARY SPEND WITH CITY CERTIFIED MWSBEs

During FY2015, the City enhanced its reporting process with the addition of tracking and reporting on City certified Minority and Women Business Enterprise (MWBE) spending. This enhancement, in combination with the continued reporting of spending with City certified Small Business Enterprise (SBE) firms, provides a more robust picture of the City's commitment to developing and growing MWSBEs in the Charlotte area.

In FY2015 the City's Economic Development & Global Competitiveness Focus Area Plan established a 10% Citywide spend target with City-certified MWSBEs. The 10% MWSBE Goal was based on tangible MWSBE spend opportunities, defined as those purchases and contracts where there was MWSBE availability in the City's vendor database and MWSBE capacity to support the spend opportunity. The City also surpassed its Citywide 5% SBE Spend Goal for total discretionary spending, achieving 5.82% SBE spending.

The table below reflects the City's total spend by department for the twelve month period of July 1, 2014 through June 30, 2015. Overall, in FY2015 total MWSBE spend opportunities accounted for \$211,583,211; of this amount, \$27,118,393 (12.82%) was spent with 232 certified MWSBEs. Greater analysis of this data is provided in Appendix A.

Department	Total Discretionary Spend <sup>1</sup>	Total MWSBE Opportunities <sup>2</sup>	MWSBE Spend Utilization (\$) <sup>3</sup>	MWSBE Spend % <sup>4</sup>
Aviation	\$138,715,523	\$30,131,623	\$2,713,500	9.01%
Charlotte Area Transit System	\$13,805,692	\$7,006,810	\$403,380	5.76%
Charlotte Dept. of Transportation	\$36,703,548	\$36,430,699	\$1,854,874	5.09%
Charlotte Fire Department	\$9,831,399	\$3,205,770	\$190,685	5.95%
Charlotte Water	\$97,360,118	\$49,555,007	\$10,647,791	21.49%
Charlotte-Mecklenburg Police Dept.	\$17,848,236	\$16,814,580	\$444,545	2.64%
City Attorney's Office	\$264,124	\$14,867	\$770	5.18%
City Clerk's Office	\$49,774	\$898	\$29	3.18%
City Manager's Office	\$1,474,762	\$1,348,147	\$62,451	4.63%
Engineering & Property Mgmt.	\$47,929,610	\$40,473,098	\$7,660,152	18.93%
Human Resources	\$2,248,806	\$372,706	\$17,708	4.75%
Innovation & Technology	\$17,205,179	\$10,828,648	\$1,513,863	13.98%
Management & Financial Services	\$10,822,086	\$7,531,011	\$502,362	6.67%
Mayor's Office	\$41,345	\$40,201	\$23,295	57.95%
Neighborhood & Business Services	\$6,048,356	\$5,795,166	\$770,488	13.30%
Planning Department	\$583,446	\$573,850	\$46,416	8.09%
Solid Waste Services	\$5,736,922	\$1,460,131	\$266,087	18.22%
<b>TOTALS</b>	<b>\$406,668,926</b>	<b>\$211,583,211</b>	<b>\$27,118,393</b>	<b>12.82%</b>

<sup>1</sup>Total Discretionary Spend reflects all direct Citywide expense and pcard transactions, with the exception of certain "Spend Exclusion" transactions, defined as those in which the City did not have full discretion in making the procurement (i.e. externally-funded projects; utility payments; payments to government entities; sole source contracts; vendor-exclusive warranties; and other similar non-discretionary type purchases). It does not reflect any subcontracting spend transactions.

<sup>2</sup>Total MWSBE Opportunities reflects transactions with a tangible opportunity for MWSBEs to participate in the procurement process.

<sup>3</sup>MWSBE Spend Utilization reflects the cumulative amounts spent with certified MWSBEs.

<sup>4</sup>Total MWSBE Spend % is the calculation of 'MWSBE Spend Utilization' / 'Total MWSBE Opportunity'.

## CITYWIDE DIRECT DISCRETIONARY SPEND WITH MINORITY AND WOMAN-OWNED BUSINESSES

Citywide direct discretionary spending during FY2015 totaled \$406,668,926; of this amount, \$41,114,885 (10.11%) was spent with 489 minority and woman-owned businesses that may or may not be certified with the City of Charlotte, and also may or may not be headquartered in the Charlotte region.

The following table illustrates the City's performance as compared to target goals established in the 2011 Disparity Study. Greater analysis of this data is provided in Appendix A.

Work Category	Disparity Target %	Minority/Woman Total Spend (%)	Minority/Woman Total Spend (\$)	Total Citywide Dollars Spent (\$)
Architecture & Engineering	12.13%	11.99 %	\$2,875,943	\$23,983,560
Construction <sup>1</sup>	27.47%	8.84 %	\$14,788,590	\$167,243,751
Goods & Supplies <sup>1</sup>	11.78%	2.26 %	\$1,470,300	\$65,022,308
Other Services	15.87%	10.14 %	\$12,666,061	\$124,911,520
Professional Services	12.13%	36.51 %	\$9,313,991	\$25,507,787
<b>CITYWIDE TOTAL</b>	-	<b>10.11 %</b>	<b>\$41,114,885</b>	<b>\$406,668,926</b>

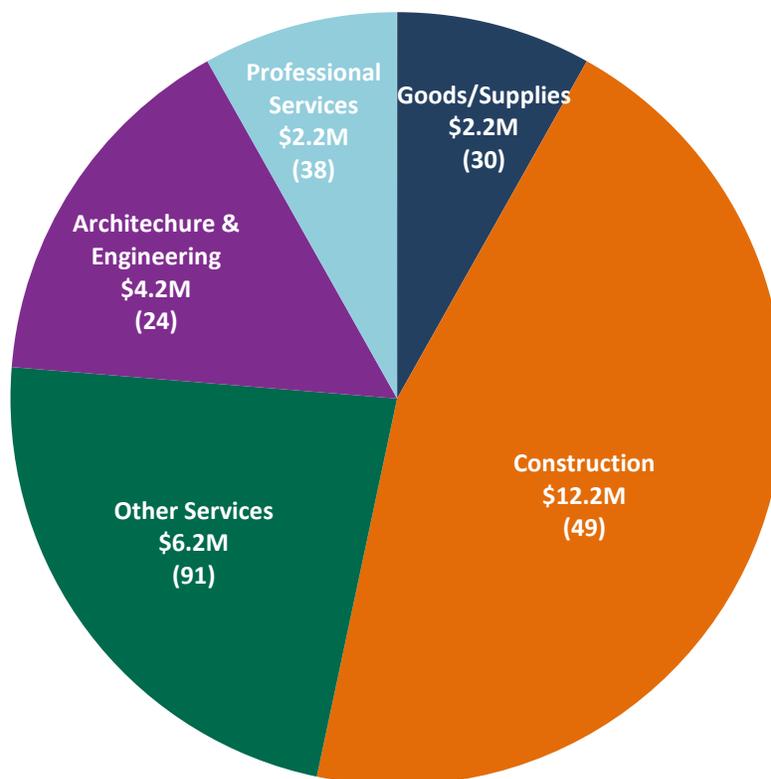
<sup>1</sup> For the Construction and Goods & Supplies categories, the City must follow State bidding laws, and award contracts to the lowest responsive, responsible bidder. This can limit the City's ability in contracting with minority/woman-owned businesses.

# APPENDIX A

## MWSBE UTILIZATION ANALYSIS

### CITYWIDE DIRECT PRIME DISCRETIONARY SPEND WITH CITY CERTIFIED MWSBES BY WORK CATEGORY

In FY2015 the City recorded direct spending with 232 certified MWSBEs totaling \$27,118,393. The chart below reflects a breakdown of this spending by Work Category, both by the amount spent with certified MWSBEs, and the number of MWSBEs per Work Category.



## CITYWIDE DIRECT PRIME DISCRETIONARY SPEND WITH CITY CERTIFIED MWSBES BY RACE, ETHNICITY AND GENDER

The table below highlights MWSBE spend by ownership category. SBE certified non-minority males achieved the highest spend with \$14M.

Ownership Category	# of Firms	Total MWSBE Dollars Spent (\$)
African-American	49	\$3,387,056
Asian American	5	\$264,301
Hispanic / Latino	12	\$675,853
Native American	6	\$230,562
Non-Minority Female	74	\$8,534,000
Non-Minority Male	86	\$14,026,621
<b>CITYWIDE TOTAL</b>	<b>232</b>	<b>\$27,118,393</b>

## CITYWIDE DIRECT DISCRETIONARY SPEND WITH MINORITY AND WOMAN-OWNED BUSINESSES

Citywide direct discretionary spending during FY2015 totaled \$406,668,926; of this amount, \$41,114,885 (10.11%) was spent with 489 minority and woman-owned businesses that may or may not be certified with the City of Charlotte, and also may or may not be headquartered in the Charlotte region.

The following table reflects the breakdown of the \$41.1M by ownership category. The largest category utilized was Non-Minority Female firms, both in unique number of firms (299), and amount spent (\$22.2 M).

Ownership Category	# of Firms	Total Citywide Dollars Spend (\$)	Total Citywide Dollars Spend (%)
African-American	118	\$6,024,321	14.65 %
Asian American	33	\$4,167,873	10.14 %
Hispanic / Latino	24	\$1,388,101	3.38 %
Native American	15	\$7,344,697	17.86 %
Non-Minority Female	299	\$22,189,893	53.97 %
<b>CITYWIDE TOTAL</b>	<b>489</b>	<b>\$41,114,885</b>	

## CONSTRUCTION SUBCONTRACTOR SPEND WITH CITY CERTIFIED MWSBES

In FY2015 a total of 196 City-certified MWSBES participated as subcontractors on active City-funded construction projects. Prime Contractors reported subcontractor spending on these projects totaling \$148,330,318; of this amount, \$34,765,577 or 23.44% was paid to City-certified MWSBES.

Department	Total Subcontractor Spend (\$)	Total MWSBE Spend (\$)	Utilization Spend (%)
Aviation	\$ 116,371,326	\$ 17,370,101	14.93 %
Charlotte Area Transit System	\$ 178,509	\$ 12,863	7.21 %
Charlotte Dept. of Transportation	\$ 285,735	\$ 37,766	13.22 %
Charlotte Water	\$ 6,532,788	\$ 2,215,660	33.92 %
Engineering & Property Management	\$ 24,961,960	\$ 15,129,188	60.61 %
<b>TOTAL</b>	<b>\$ 148,330,318</b>	<b>\$ 34,765,577</b>	<b>23.44 %</b>

## CONSTRUCTION SUBCONTRACTOR SPEND WITH MINORITY AND WOMAN-OWNED BUSINESSES

In FY2015 Prime contractors reported subcontractor spending on City-funded construction projects totaling \$148,330,318. Of this amount, \$36,292,015 (24.47%) was spent with 161 minority and woman-owned businesses that may or may not be certified with the City of Charlotte, and also may or may not be headquartered in the Charlotte region. The following table reflects the breakdown of the \$36.3M spent with Minority and Woman-owned subcontractors by ownership category.

Ownership Category	# of Firms	Disparity Target %	Minority/Woman Total Spend (%)	Minority/Woman Total Dollars Spent (\$)
African-American	44	11.73%	2.49 %	\$ 3,689,313
Asian-American	7	0.56%	0.58 %	\$ 855,385
Hispanic / Latino	23	7.82%	4.59 %	\$ 6,801,963
Native-American	8	1.68%	1.34 %	\$ 1,991,511
Non-Minority Female	79	19.71%	15.47 %	\$ 22,953,843
<b>TOTAL</b>	<b>161</b>		<b>24.47 %</b>	<b>\$ 36,292,015</b>

# APPENDIX B

## MWSBE CERTIFICATION

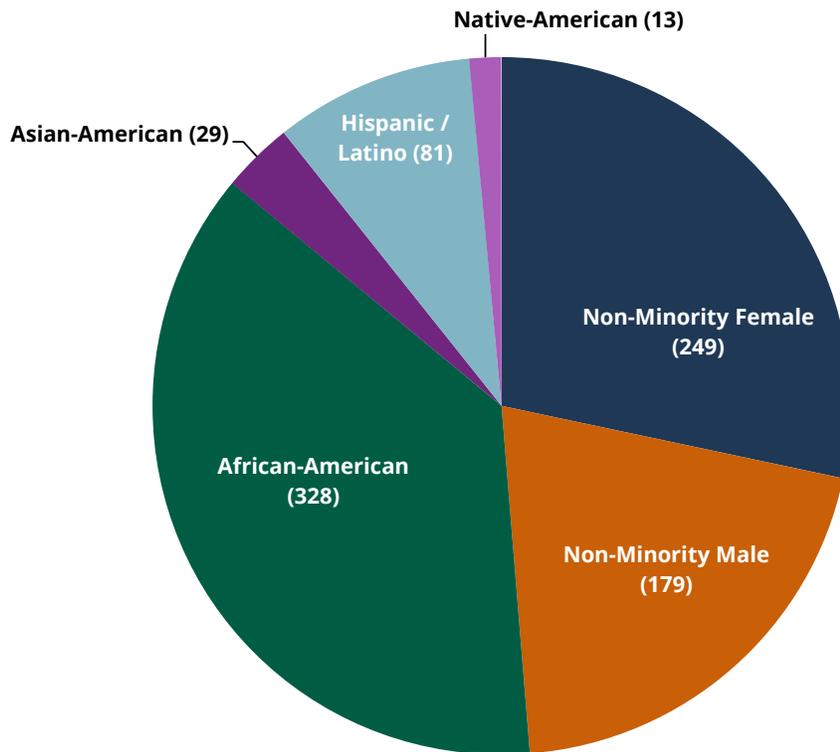
CBI worked collaboratively with City departments and community partners to increase the number of certified MWSBE vendors. In FY2015, CBI certified one-hundred and twelve (112) new MWSBEs and recertified another one-hundred and sixteen (116). At the close of FY2015, there were 879 certified MWSBEs in the City's vendor database, which represents a 2% increase over FY2014.

### CERTIFIED MWSBEs BY COUNTY

	FY2015 Certified	YTD Certified
Mecklenburg	81	687
Cabarrus	4	45
Union	3	41
Gaston	11	39
York	4	24
Iredell	3	13
Lincoln	2	13
Rowan	1	7
Stanly	2	4
Anson	0	3
Cleveland	1	3
<b>County CSA TOTAL</b>	<b>112</b>	<b>879</b>

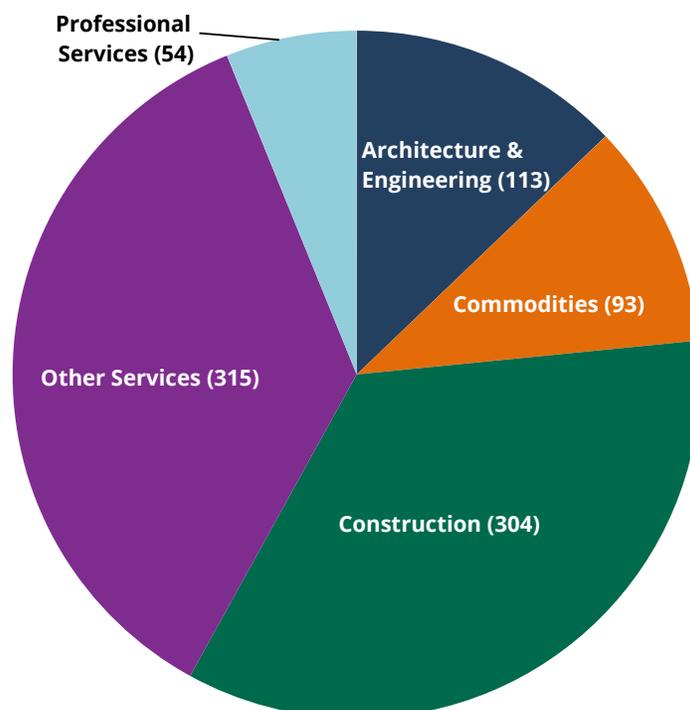
## CERTIFIED MWSBES BY RACE, ETHNICITY AND GENDER

Of the total 879 certified MWSBEs, the largest representation is among African Americans with 328 firms, followed by non-minority females with 249 firms.



## TOTAL CERTIFIED MWSBES BY WORK CATEGORY

MWSBE firms providing "other services," such as janitorial and catering represented the largest number of firms with 315, followed closely by construction related firms with 304 certified MWSBEs.



**CHARLOTTE  
BUSINESS** **INCLUSION**

600 East Fourth Street  
Charlotte, NC 28202

704-336-4137

[www.CharlotteBusinessInclusion.com](http://www.CharlotteBusinessInclusion.com)



**CHARLOTTE**

MANAGEMENT & FINANCIAL SERVICES