

PRE-APPLICATION CONFERENCE
MBDA BUSINESS CENTER – SOUTH CAROLINA
MARCH 21, 2016
2:00 – 4:00PM
CONDUCTED BY: OFFICE OF BUSINESS DEVELOPMENT
FFO NUMBER: MBDA-OB-2016-2004801



Grow your business. Build the Nation.



**MINORITY BUSINESS DEVELOPMENT AGENCY
BUSINESS CENTER PROGRAM
PRE-APPLICATION CONFERENCE
Business Center South Carolina**

OVERVIEW



- Overview
- Teleconference Protocol
- Important Dates
- Speakers
- Purpose of Conference

TELECONFERENCE PROTOCOL



- Phones should be placed on mute
- Questions are prompted at designated times and coordinated through conference operator
- Teleconference focused on MBDA Business Center competition as related to FFO (1 Business Center in the state of South Carolina)
- Keep questions relevant to the topic at hand
- Avoid duplicating questions

IMPORTANT DATES



- CFDA #11.805, MBDA Business Center
- Competition
 - Published Date: March 7, 2016
 - Deadline Date: May 7, 2016 at 11:59 P.M., E.S.T.
- Applications must be received by deadline
- Electronic applications only
- Anticipated Award
 - Start Date: September 1, 2016

SPEAKERS – NATIONAL DIRECTOR & CHIEF COUNSEL



Alejandra Y. Castillo
National Director



Josephine Arnold
Chief Counsel

SPEAKERS – OFFICE OF BUSINESS DEVELOPMENT



-  Efrain Gonzalez, Jr., Associate Director
Office of Business Development
-  Joann J. Hill, Chief
Office of Business Development
-  Nakita Chambers, Program Manager
Office of Business Development

PURPOSE OF TELECONFERENCE



- 1) Educate potential applicants about the FFO and pertinent background**
 - Agency background
 - Business case for MBDA Business Center program
 - Program objectives
- 2) Clarify requirements contained in the Federal Funding Opportunity (FFO) announcement**
 - Program
 - Competition
- 3) Advice on**
 - Strategy for competition
- 4) Answer questions related to the solicitation**

BUSINESS CASE FOR MBDA PROGRAMS



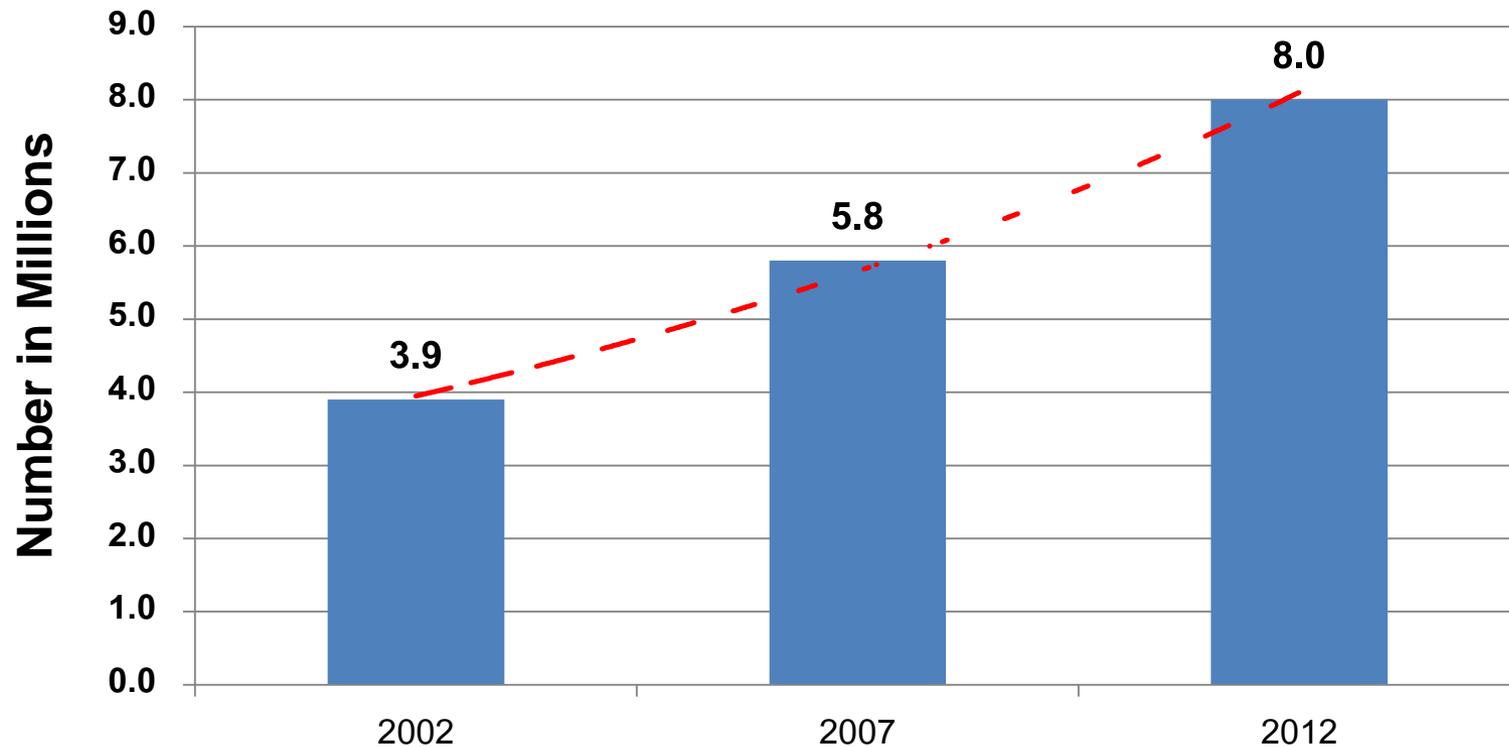
- The U.S. needs strong minority-owned firms to achieve maximum economic growth
- The nation is failing to reap the benefits of economic parity – the creation of **16 million jobs**, generation of **\$2.5 trillion** in gross receipts and unrealized tax base exceeding **\$100 billion** per year
- Minority firms have the potential to contribute significantly to the balance of trade
 - Minority businesses are twice as likely to generate sales through exports compared to non-minority firms
- Minority-owned firms create job opportunities for all Americans; MBEs tend to be generally more balanced in hiring minority and non-minority persons
- In 2050, minorities will represent **54%** of total U.S. population
- MBDA is a catalyst to build minority-owned firms of size, scale and capacity

Minority Business Enterprises - Growth Trend



The number of minority firms more than doubled

Minority Firms



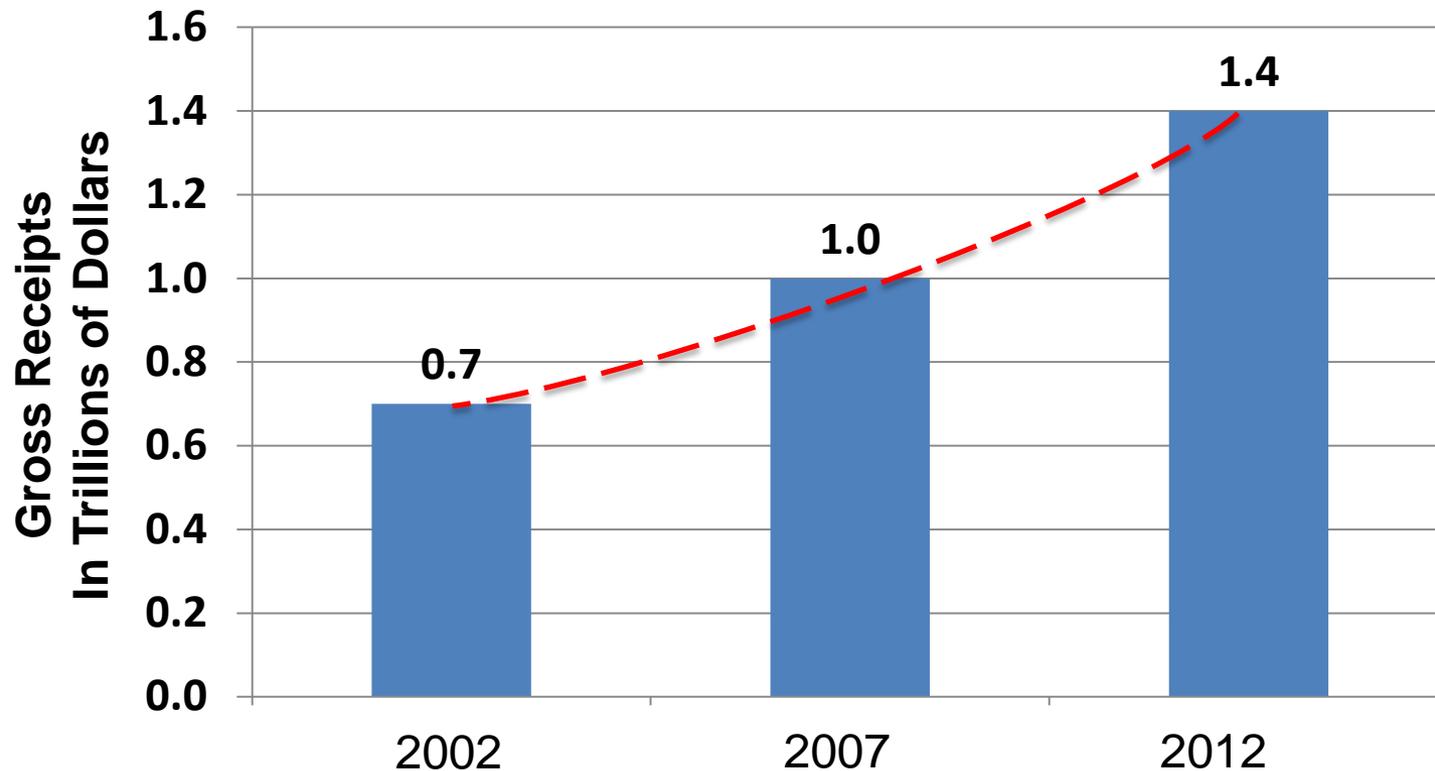
Source: U.S. Census Bureau, 2002 Survey of Business Owners, September 2006
U.S. Census Bureau, 2007 Survey of Business Owners, June 2010
U.S. Census Bureau, 2012 Survey of Business Owners, December 2015

Minority Business Enterprises - Economic Contribution Trend



Economic activity of minority firms doubled

Minority Firms

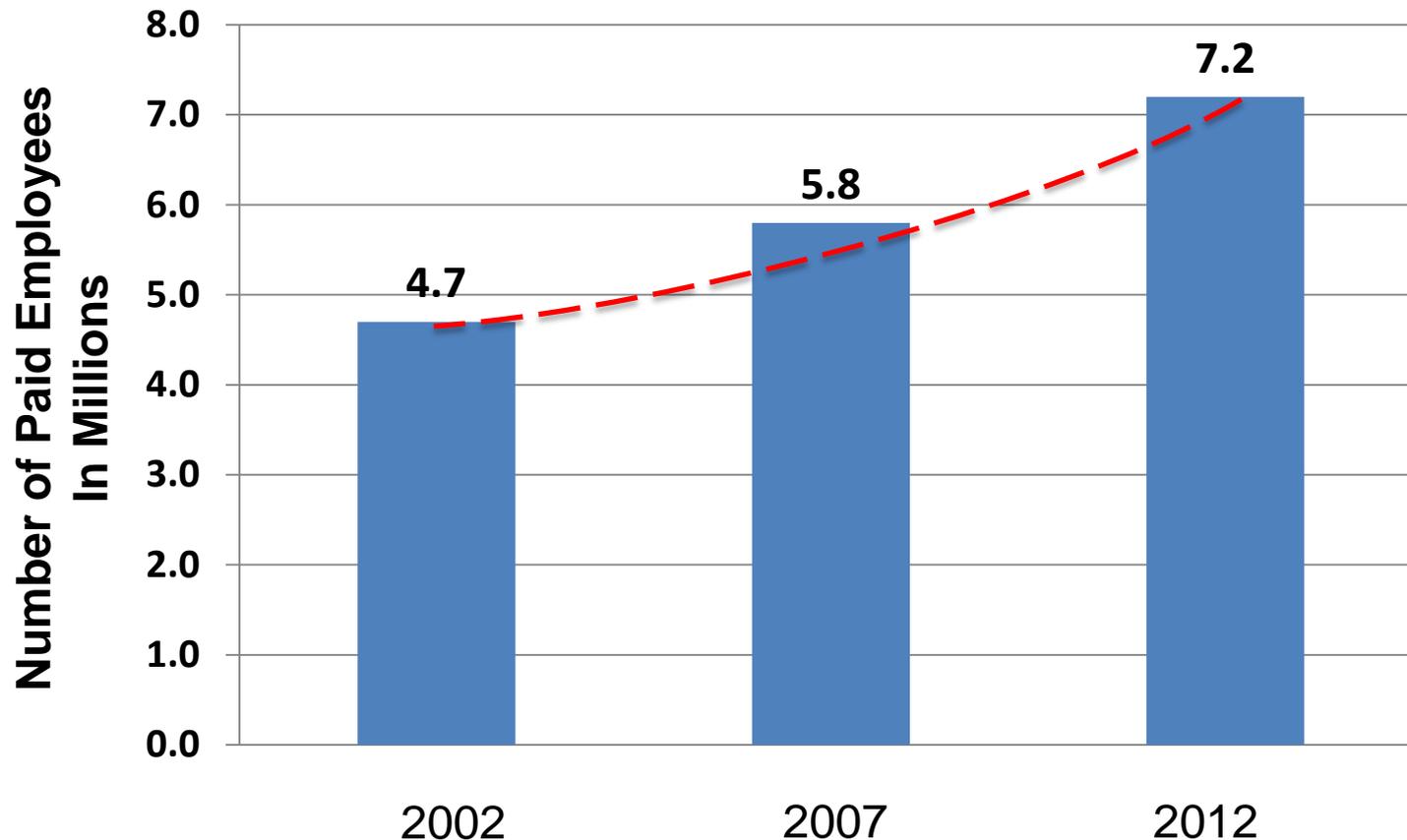


Source: U.S. Census Bureau, 2002 Survey of Business Owners, September 2006
U.S. Census Bureau, 2007 Survey of Business Owners, June 2010
U.S. Census Bureau, 2012 Survey of Business Owners, December 2015

Minority Business Enterprises - Employment Contribution Trend



Minority Firms

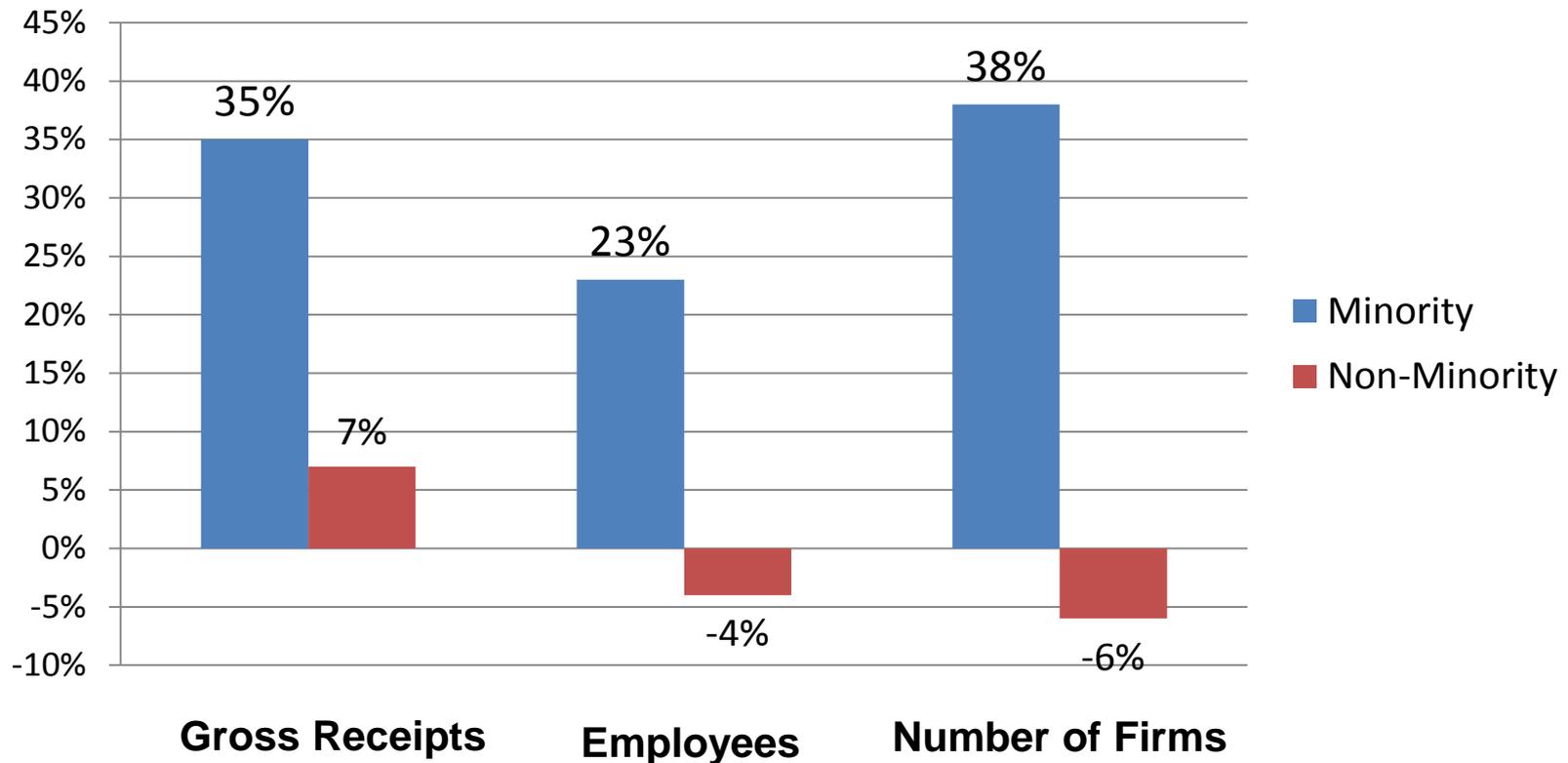


Source: U.S. Census Bureau, 2002 Survey of Business Owners, September 2006
U.S. Census Bureau, 2007 Survey of Business Owners, June 2010
U.S. Census Bureau, 2012 Survey of Business Owners, December 2015

Minority Business Enterprises - Comparison of Growth Rates



2007-2012 Growth Rate Comparison

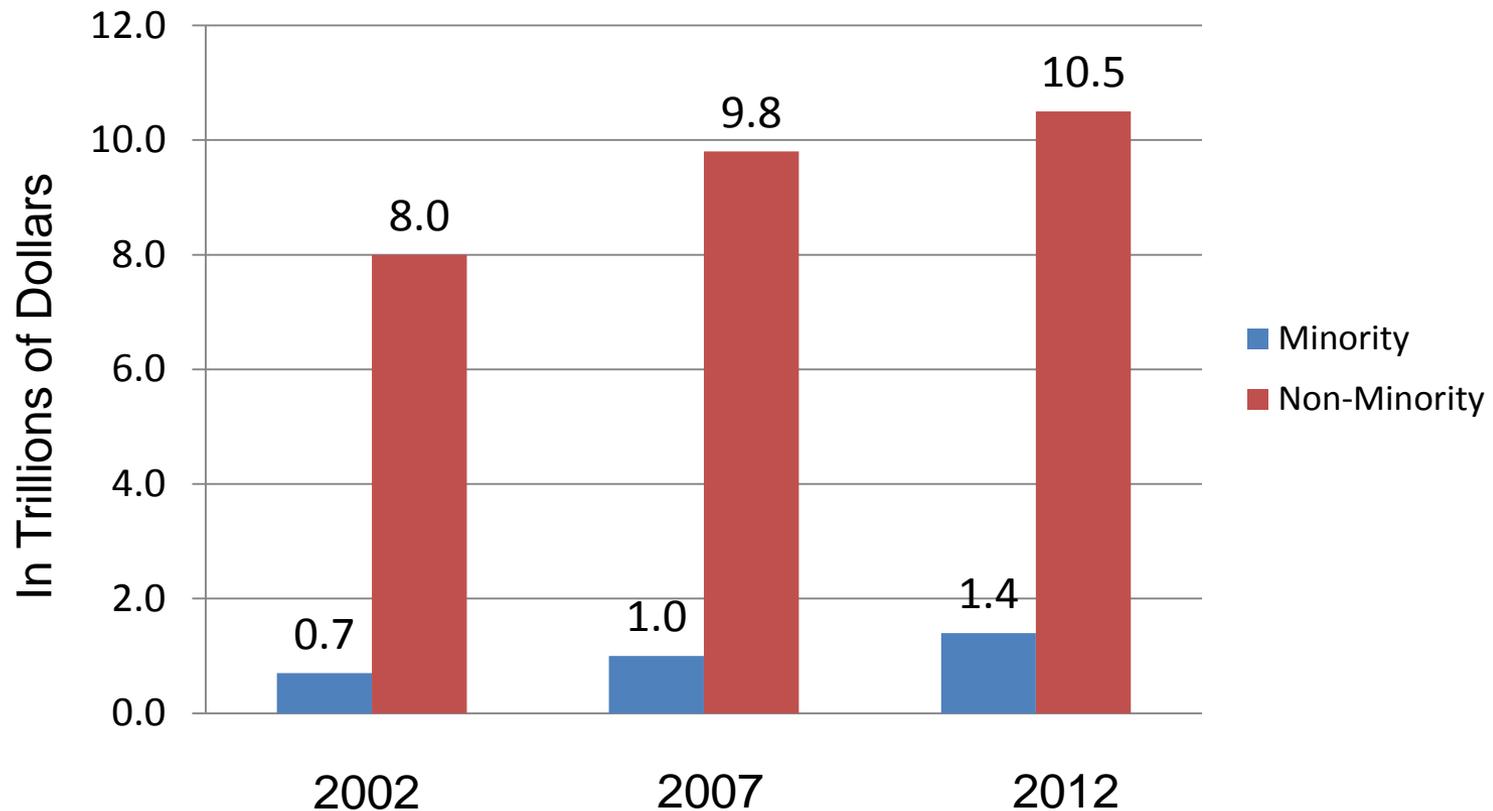


Source: U.S. Census Bureau, 2012 Survey of Business Owners, December 2015

Minority Business Enterprises – Comparison by Gross Receipts



Combined Gross Receipts



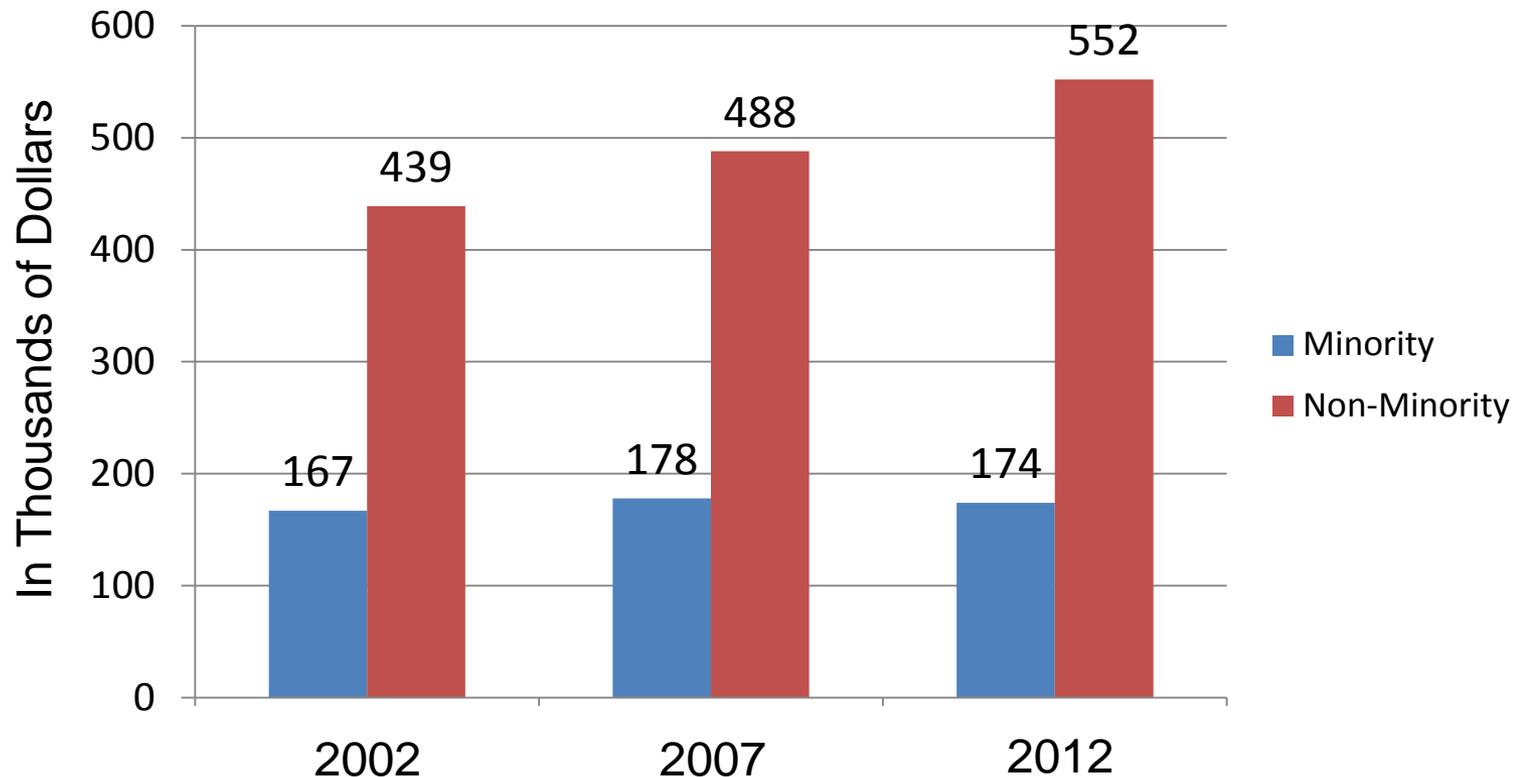
Source: U.S. Census Bureau, 2002 Survey of Business Owners, September 2006
U.S. Census Bureau, 2007 Survey of Business Owners, June 2010
U.S. Census Bureau, 2012 Survey of Business Owners, December 2015

Minority Business Enterprises - Comparison of Average Receipts



Minority firms continue to lag in size when compared to non-minority firms

Average Gross Receipts

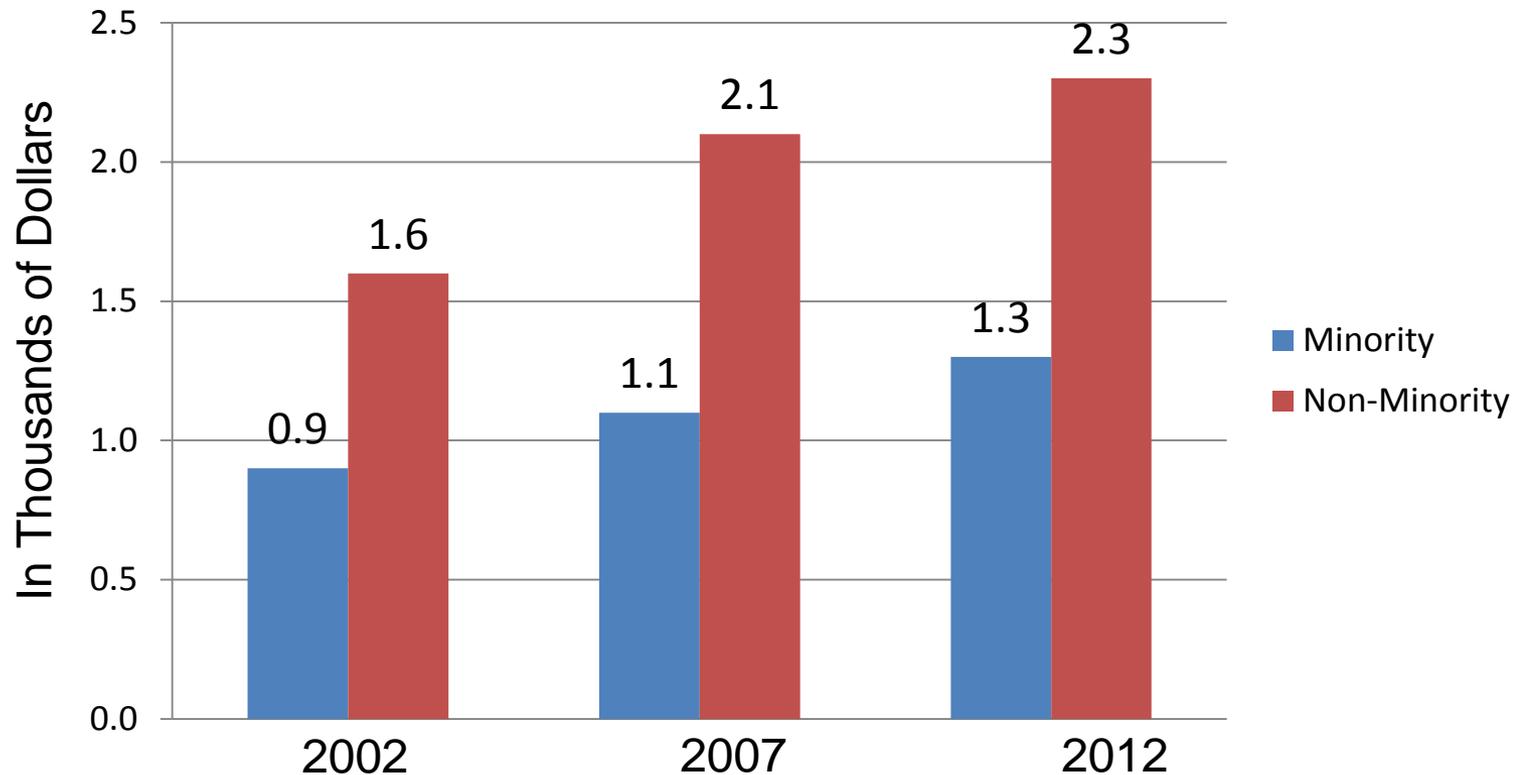


Source: U.S. Census Bureau, 2002 Survey of Business Owners, September 2006
U.S. Census Bureau, 2007 Survey of Business Owners, June 2010
U.S. Census Bureau, 2012 Survey of Business Owners, December 2015

Comparison of Average Receipts by Employment Firms



Average Gross Receipts - Firms with Employees

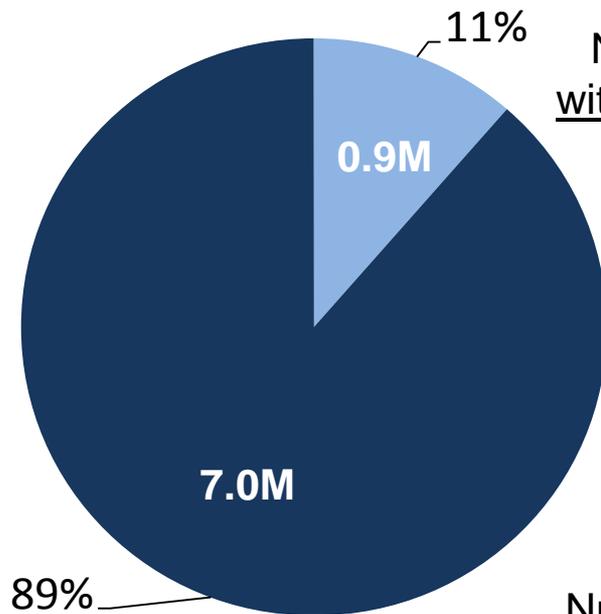


Source: U.S. Census Bureau, 2002 Survey of Business Owners, September 2006
U.S. Census Bureau, 2007 Survey of Business Owners, June 2010
U.S. Census Bureau, 2012 Survey of Business Owners, December 2015

Comparison of Employment Share

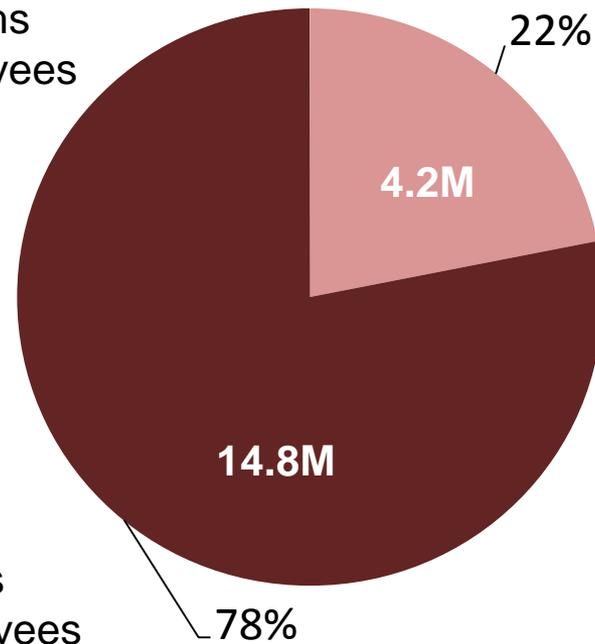


Minority Firms



Number of firms with paid employees

Non-Minority Firms



Number of firms without paid employees

Source: U.S. Census Bureau, 2012 Survey of Business Owners, December 2015

IMPACT & OUTCOMES OF MBDA PROGRAMS FOR FY '14



MBDA's Impact Areas are measured by:

- New Jobs Created
- Jobs Retained
- Dollar Value of Contracts Awarded
- Dollar Value of Financing Transactions Awarded
- Export Transactions

FY 2014, MBDA created:

- 26,647 Jobs
- \$1,917,726,665 – Financial Transactions (Capital)
- \$3,972,493,957 – Contracts & Procurements

AGENCY BACKGROUND



- **Vision**
Economic prosperity for all American businesses.
- **Mission**
To foster the growth and global competitiveness of U.S. businesses that are minority-owned.
- **Strategic Focus & Objective**
 - Access to Capital
 - Access to Contracts
 - Access to Markets
 - Advocacy and Outreach
 - Research and Policy

45
years of

**STRENGTHENING
AMERICAN LIVES**

Annual Performance Report | Fiscal Year 2014



**MINORITY BUSINESS
DEVELOPMENT AGENCY**
U.S. DEPARTMENT OF COMMERCE

MBDA's 45 YEARS

In March 1969 President Nixon signs Executive Order 11458 creating the Office of Minority Business Enterprise (OMBE) and the Advisory Council for Minority Business Enterprise.



1971

The first Survey of Minority Owned Business Enterprises is published by the U.S. Census Bureau.



1973

OMBE decentralizes and establishes five regional offices and 13 district offices.



1979

The Minority Business Development Center program became the primary method for delivering technical and management services.

MBDA serves 94 Metropolitan Statistical Areas. An Information Center is created to collect, publish and disseminate data to MBEs.



1983

MBDA creates a National Franchise Program, adds funding for the Native American Business and Trade Association, and funds the Cities in School program to provide training to increase youth entrepreneurial skills.



1969



President Nixon signs Executive Order 11625 and expands the scope of MBDA by authorizing grants to public and private organizations to provide technical and management assistance to MBEs.

1972



OMBE establishes a national business service network and provides seed funding for minority advocacy organizations, such as the National Minority Purchasing Council (now known as the National Minority Supplier Development Council), Hispanic Chamber of Commerce, National Economic Development Association (NEDA), Chicago Economic Corporation and the National Council of La Raza.

1974



The Office of Minority Business Enterprise becomes the Minority Business Development Agency.

1981



President Ronald Reagan signs Executive Order 12432 giving the Department of Commerce and the U.S. Small Business Administration, in consultation with the Cabinet Council on Commerce and Trade, broad authority to oversee the establishment, preservation and strengthening of federal minority business enterprise programs.

1989

President Reagan signs a Presidential Proclamation designating the first week of October as Minority Enterprise Development Week (MED Week).

1969-2014

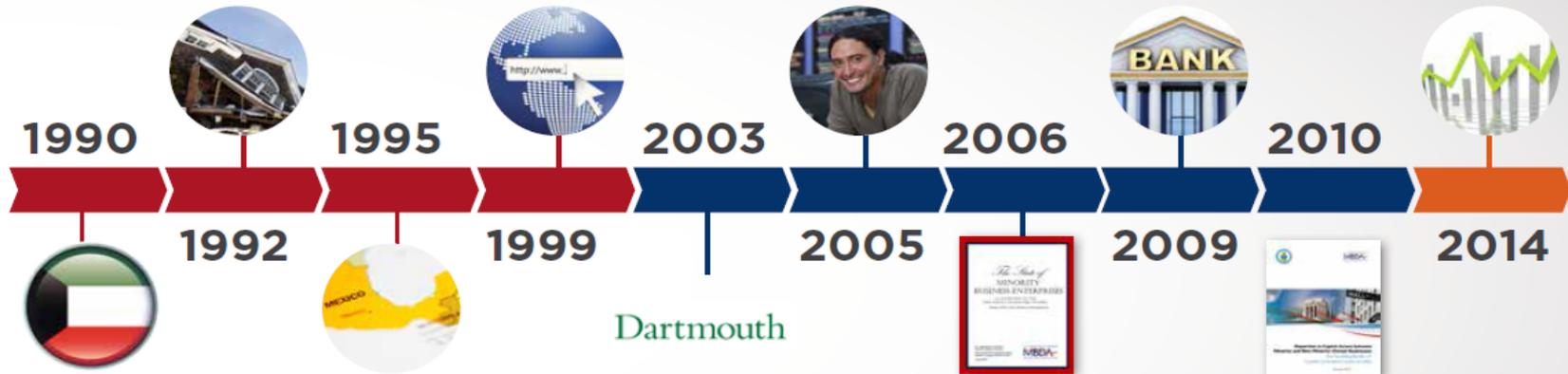
Following the riots in Los Angeles, MBDA assembles a roundtable of federal, state, and local government organizations to coordinate and support disaster recovery for local minority businesses.

The MBDA Internet portal is developed to offer online, interactive business development tools like the Business Plan Writer and matchmaking via the Phoenix-Opportunity Database.

The Office of Native American Entrepreneurship and Trade is created at MBDA to help Native American entrepreneurs and business owners raise revenue, generate jobs, and achieve economic self-sufficiency.

As the economy continues to present challenges for minority businesses, access to capital is a primary focus. MBDA engages financial service companies, subject matter experts, stakeholders, and MBEs to address the capital needs of the minority business community.

MBDA commissions new research on minority exporters and alternative finance.



Following the first Persian Gulf War, MBDA and the International Trade Administration send a delegation of MBEs to meet with the Crown Prince of Kuwait, the first U.S. trade mission to Bahrain. The success of this mission leads to other ITA missions with MBEs to South America, Asia, Africa, and the Caribbean.

MBDA executes a memorandum of understanding with the International Trade Administration and participates in several trade missions that create opportunities for exports to Mexico, Canada, South Africa, Trinidad and Tobago, the Dominican Republic, and Peru.

Dartmouth

MBDA partners with Dartmouth College, Tuck School of Business to provide executive training to MBEs and to write reports.

MBDA issues a report, "Globalization and Minority-Owned Businesses in the United States: Assessments and Prospects," which shows minority businesses should begin to think about expanding globally.

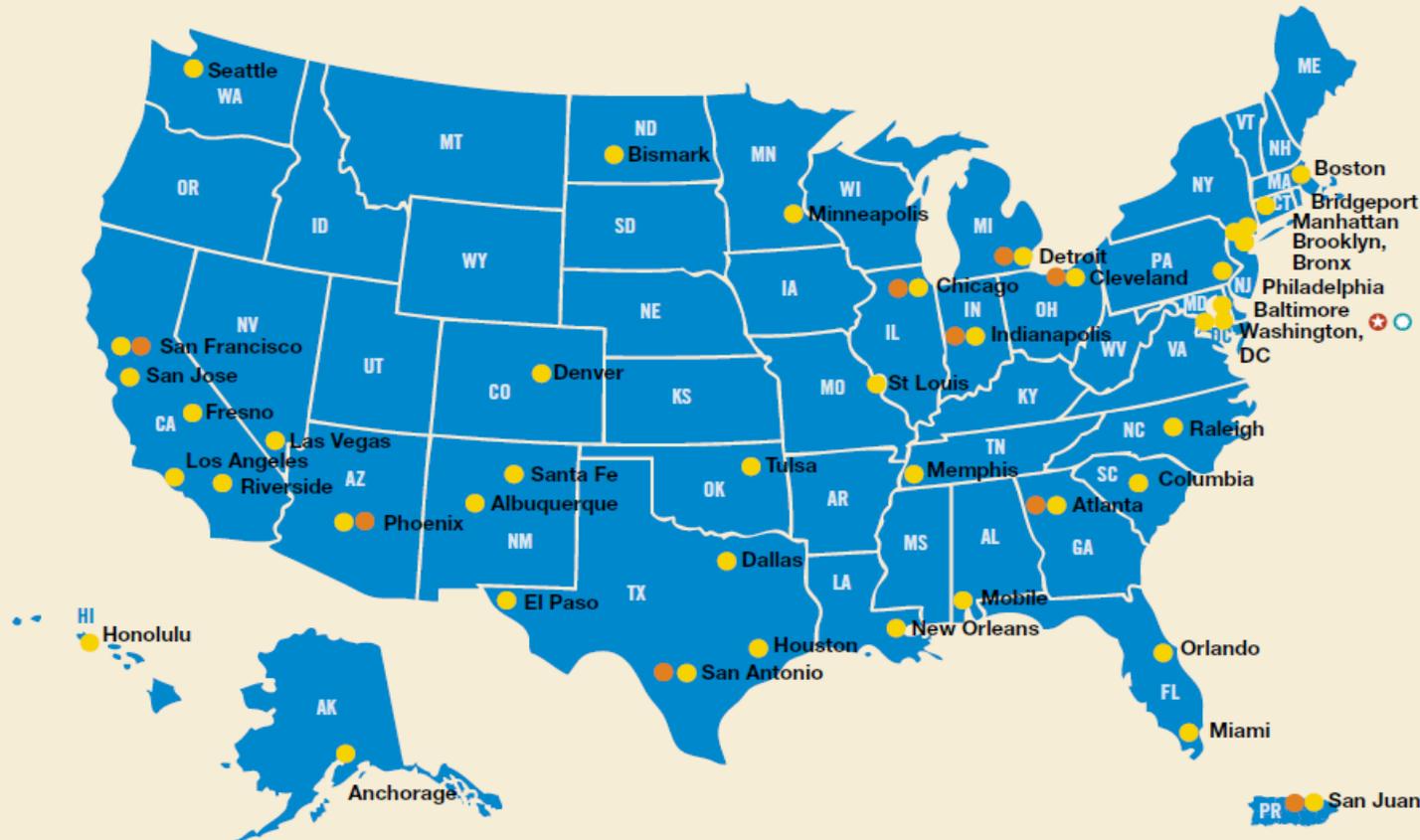
MBDA releases the State of Minority Business Enterprise. The report concludes that minority firms with annual receipts of \$500,000 or more generated a much larger percentage of all minority revenues and paid employees — compared to minority firms with annual gross receipts under \$500,000.

MBDA launches the Strategic Growth Initiative.

MBDA releases the report, "Disparities in Capital Access Between Minority and Nonminority-Owned Businesses: The Troubling Reality of Capital Limitations Faced by MBEs." The report provides new findings on disparities in capital access.

Nationwide Network of MBDA Centers

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



Specialty Centers

- Chicago:** Exports to Africa; Export Financing
- Detroit:** Advanced Manufacturing; Exports to Africa; Export Financing
- Atlanta:** Connected Advanced Manufacturing Program
- San Francisco:** Technology Transfer & Innovation
- Puerto Rico:** Aerospace Industry Supply Chain Mapping; Caribbean Exports
- San Antonio:** Exports to South America
- Phoenix:** Exports to Mexico
- Indianapolis:** Advanced Manufacturing
- Cleveland:** Advanced Manufacturing

- ★ MBDA Headquarters
- Federal Procurement Center
- MBDA Business Centers
- Specialty Center

PROGRAM OBJECTIVES



- The primary drivers of the Business Center Program are: capacity building and job creation & retention resulting from facilitating contracts and financing for medium-sized minority businesses
- To provide strategic business development services that will result in market access for minority business enterprises
- To be strategically located in areas with significant levels of minority owned firms
- To serve minority businesses in all fifty states and Puerto Rico (no borders)
- To create and retain jobs at minority-owned firms
- The Center is required to collaborate with all MBDA Business Centers and other MBDA sponsored projects.
- The Center will engage the Network and offer its services to assisting MBE clients through Network collaboration

PROGRAM OBJECTIVES (CONT...)



- To serve minority owned business enterprises
- Expand the growth and global competitiveness of MBE's
- To forge strong strategic partnerships
- Focus on facilitation

PROGRAM AUTHORITY



MBDA is authorized in accordance with Executive Order 11625 and 15 U.S.C. 1512, to solicit competitive applications from eligible organizations for the Minority Business Development Agency Business Center Program.

OUR CLIENTS



- MBDA serves all minority clients regardless of size
- The target MBDA client is a firm that generates \$1,000,000 (+) in annual revenue or with rapid growth potential
- Firms eligible for MBDA services are: African Americans, Alaska Natives, Asian Americans, Hasidic Jewish Americans, Hispanic Americans, Native Americans, Native Hawaiians, and Pacific Islanders

TARGET CLIENTS



- Special emphasis will be placed on MBE firms with one or more of the following characteristics:
 - Revenues over \$1million
 - Participant in high-growth industries
 - Export capacity or potential
 - Rapid Growth Potential
- The center will serve MBEs of all sizes; start-ups and smaller firms will be served electronically and/or by a strategic partner via referral

AWARD INFORMATION



Funding Availability:

- Total funding for the awards made under this solicitation is three (3) base years and two (2) optional years. Note: Funding for this program has not yet been appropriated, but we expect a total of \$1,427,000 per year to fund the financial assistance awards for the operation of MBDA Business Centers identified in this FFO through FY 2021.

Period of Performance:

Awards are anticipated to be made with a start date of September 1, 2016. The period of performance under this solicitation is five years, consisting of one base period (three consecutive years) and optional (two program year) periods.

Type Funding Instrument:

- Financial assistance awards in the form of cooperative agreements will be used to fund the MBDA Business Center Program.

Notification of Award:

- Anticipated time for processing the awards is approximately one hundred-fifty days from closing date for receipt of applications.
- MBDA anticipates awards will be made with a start date of September 1, 2016.

ELIGIBILITY INFORMATION



Eligible Applicants:

- For profit entities (including but not limited to sole-proprietorships, partnerships, limited liability companies and corporations), non-profit organizations, state and local government entities, Native American Tribes and educational institutions are eligible to apply to operate MBDA Business Centers.
- Successful applicants will possess experience in assisting minority firms in obtaining large scale contracts/procurements and financing awards; accessing established supply chains; educating and assisting minority firms in joint ventures, teaming arrangements, mergers and acquisitions; minority business advocacy; and facilitating entry and large scale transactions in global markets. It is also anticipated that the mission of successful applicant organizations will align with both the mission of MBDA and the MBDA Business Center Program objectives.

COST SHARING OR MATCHING REQUIREMENT



- “Cost sharing or matching” is the portion of project costs not paid by Federal funds; these costs are provided by the Center operator or Center as direct or in-kind contributions.
- The Center shall have a minimum of 33% (of estimated total) non-federal cost share under the MBDA Business Center Program.
- Beyond the required generation of program income, applicants may contribute additional non-federal cost share to the award by one or more of the following methods:
 - Applicant cash contributions
 - Applicant in-kind contributions (e.g. non-cash)
 - Third-party cash or in-kind contributions (including a state or local grant or other form of support for the project. **Note:** All cost sharing or matching must be consistent with the requirements of 2 CRF 200.306)

MAJOR PROGRAMS & SERVICES



- Develop pool (pipeline) of contracting and financing opportunities
- Direct matching of opportunities with qualified/vetted MBEs and facilitation of negotiations
- Assist MBEs in accessing global market opportunities driven by MBDA
- Identify and secure alternative sources of capital for MBEs
- Promote the advantages of achieving size and scale, and educate on benefits of strategic alternatives (eg., mergers, acquisitions, joint ventures and/or divestitures)
- Provide service referrals to MBEs of all sizes
- Client assessment
- Strategic business consulting
- Leverage opportunities, expertise, and capacity of strategic partners

STRATEGIC PARTNERS



- Establish relationships that directly lead to transactions, jobs, or assisting our target MBEs to achieve size and scale, and/or globalization with a minimum of five entities
- Assist the center with achieving performance goals, including, but not limited to serving as a referral source to assist start-up and early stage MBEs
- Provide a service and/or opportunity to MBEs served by the center
- Synchronize outreach efforts
- Foster collaboration

PRIMARY PERFORMANCE ELEMENTS



- Number of Jobs Created
- Numbers of Jobs Retained
- Dollar Value of Awarded Contracts and Procurements Transactions
- Number of Awarded Contracts and Procurements Transactions
- Dollar Value of Awarded Financial Transactions
- Number of Awarded Financial Transactions
- Number of Existing Clients Served
- Number of New Clients Served
- Number of Export Transactions Facilitated
- Number of Advocacy Initiatives Facilitated
- Number of Strategic Transactions Facilitated
- Service Optimization Assessment
- Eligible Bonus Items:
 - ❑ MBDA Special Initiatives
 - ❑ Youth Entrepreneurship
 - ❑ Collaboration with MBDA & MBDA Network
 - ❑ B2B Events Completed

BRANDING



- Use of MBDA Business Center logo required
- Center will not be required to maintain an individual website; MBDA will host center web page on agency portal
- MBDA Business Center Trade Mark TM must be cited
- Publication guidance for signage, stationary and publications will be provided
- Communication guidance will also be provided

CLARIFY FFO REQUIREMENTS



- **General Submission Requirements**
 - All applications must be submitted electronically through www.Grants.gov
 - Application must be submitted by an Authorized Organizational Representative (AOR)
 - Entities may apply to operate more than one MBDA Business Center; however, individual applications for each location are required
 - Necessary that applicants review and adhere to the full FFO

CLARIFY FFO REQUIREMENTS



Application Requirements*

A full application will address all five (5) funded periods (last two (2) years are optional) and include the following major components:

- Cover Page
- Table of Contents
- Program Narrative
- Required Program Narrative Attachments
- Budget Narrative
- Required Budget Narrative Attachments
- All Required Standard and Commerce Department Forms

All pages of the proposal must be consecutively numbered

**Note, failure to adhere will result in deduction of points*

CLARIFY FFO REQUIREMENTS



Program Narrative – Applicant Capability (35 points)

- Provide information on applicant organization’s background and knowledge of the community
- Address the extent to which the applicant organization’s mission aligns with the mission of MBDA
- Describe applicant experience providing services similar to those under the program work requirements related to access to markets, access to capital and business development
- Position descriptions, qualification requirements and salary ranges must be submitted for all staff
- Project Director may be identified at proposal stage or post-award
 - This individual must be highly qualified
 - If specific individual proposed, resume must also be submitted in addition to position description, qualification requirements and salary range
- Demonstrated knowledge and action pertaining to the challenges faced by minority firms.

CLARIFY FFO REQUIREMENTS



Program Narrative – Resources (15 points)

- Present plan for establishing and maintaining a network of strategic partners (minimum of five)
- Indicate extent to which partners will support the MBDA Business Center in achieving its goals
- Describe other resources at hand to foster success of the center
- Provide letters of support and commitment
 - Strategic Partners
 - Other resources listed
- Address rationale for the proposed location of the MBDA Business Center office
- Present applicant plan for adhering to MBDA computer requirements
- Provide all required supporting attachments

CLARIFY FFO REQUIREMENTS



Program Narrative – Techniques and Methodologies (25 points)

- Describe how each of the work requirements shall be met for each of the five (5) funded periods
- Justify any deviations from the minimum performance goals provided in Appendix B of the FFO
- Provide a quarterly breakdown of performance goals for each of the five years
- Address how the applicant proposes to establish a system that correspond to, or may complement, MBDA's tracking and validation of contracts
- Present the applicant's plan for how the Center will be established and operating within 60 days; provide strategies and timelines/schedule of implementation milestones
- Describe how the applicant shall integrate work requirements with performance measures & existing infrastructure
- Provide all required supporting attachments

CLARIFY FFO REQUIREMENTS



Proposed Budget and Budget Narrative (25 points)

- Detailed line item budget and budget narrative required for each of the five (5) funded periods
- Each item of cost must be accompanied by a detailed description and cost breakdown
- All costs must be allowable, allocable and reasonable
- Budget must include costs for all required training-related travel (see Appendix E of FFO)
- Budget will be compared to the program narrative to determine if realistic from a programmatic perspective and whether costs are necessary
- All calculations should be mathematically correct and precise (i.e. rounding to the nearest dollar)
- The figures on the line item budget, budget narrative, Standard Form (SF) 424 and SF 424A must reconcile

CLARIFY FFO REQUIREMENTS



Proposed Budget and Budget Narrative (cont'd)

- The generation of program income is required
- Program income is the gross income earned by the grantee that is generated directly by a grant-supported activity or earned as a result of the grant
- Program income includes, but is not limited to, income from fees charged to clients for services performed
- Applicants have flexibility in choosing the mechanism for generating program income
- Discuss the methods for charging and collecting fees, including policy for waiver of fees
- Minimum cost share required; cost share may be comprised of any combination of the following
 - Program Income (required)
 - Applicant cash contributions
 - Applicant in-kind (i.e., non-cash) contributions
 - Third-party cash or in-kind contributions

CLARIFY FFO REQUIREMENTS



Proposed Budget and Budget Narrative (cont'd)

- A detailed and signed letter from any/all 3rd party contributors must be scanned and submitted with the proposal
- Indirect costs are limited to the lesser of:
 - The negotiated indirect cost rate approved by the applicant's cognizant federal agency
- If indirect costs are being proposed by the applicant, and the applicant has an approved negotiated indirect cost rate agreement, a copy of the agreement must be included with the proposal package

CLARIFY FFO REQUIREMENTS



Bonus Points Items (10 points optional)

- MBDA special initiatives
These “special initiatives” are an addition to the work requirements and must be fully described by the applicant, within the application including processes and anticipated results
- Youth Entrepreneurship
- Collaboration with MBDA & MBDA network
- B2B events competed
- Non-Federal Cost Share (Maximum 5 Points)
- See Appendix G of FFO

CLARIFY FFO REQUIREMENTS



Forms

- The application must contain the following Standard Forms (SF):
 - SF 424, Application for Federal Assistance (one form to cover all funding periods)
 - SF 424A, Budget Information Non-Construction Programs (one form to cover each funding periods for a total of 5)
 - SF 424B, Assurances Non-Construction Programs (one form to cover all funding periods)
 - SF LLL, Disclosure of Lobbying Activities (one form to cover all funding periods)
- The application must contain the following Department of Commerce (CD) form:
 - CD 511, Certification Regarding Lobbying (one form to cover all funding periods)

APPLICATION SUBMISSION INFORMATION



- Application Overview
- Application Package
- Grants.gov Registration
- Electronic Submission
- Unique Entity Identifier and System for Award Management (SAM)***
- Returning Grants.gov Users
- Content and Form of Application
- Required Applicant Narrative Attachments
- Proposed Budget and Budget Narrative
- Program Income Budgeting
- Funding Restrictions
- Standard Forms
- Application Submission Checklist

APPLICATION REVIEW INFORMATION



- Initial Screening
- MBDA Merit Review Panel
- Evaluation Criteria
- Final Selection and Recommendation for Funding
- Intergovernmental Review
- Anticipated Announcement and Award Dates
- Application Submission Checklist

FEDERAL AWARD ADMINISTRATION INFORMATION



- Federal Award Notices
- Post Award Conference
- Administrative and National Policy Requirements
- Program Requirements
 - Establishment of Office
 - Personnel
 - Training
 - Network, Tools and Information Exchange
 - Project Monitoring and Advisement
 - Reporting
 - Federal Funding Accountability and Transparency Act
 - Restrictions Governing Making Grants to Corporations Convicted of Felony Criminal Violations and/or Unpaid Federal Tax Liabilities
 - General Program Requirements

MBDA Q&A email:
mbdabusinesscenters@mbda.gov

**Frequently Asked Question (FAQ's) can be
found on the MBDA website at
www.mbda.gov**

AGENCY CONTACT



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OTHER INFORMATION



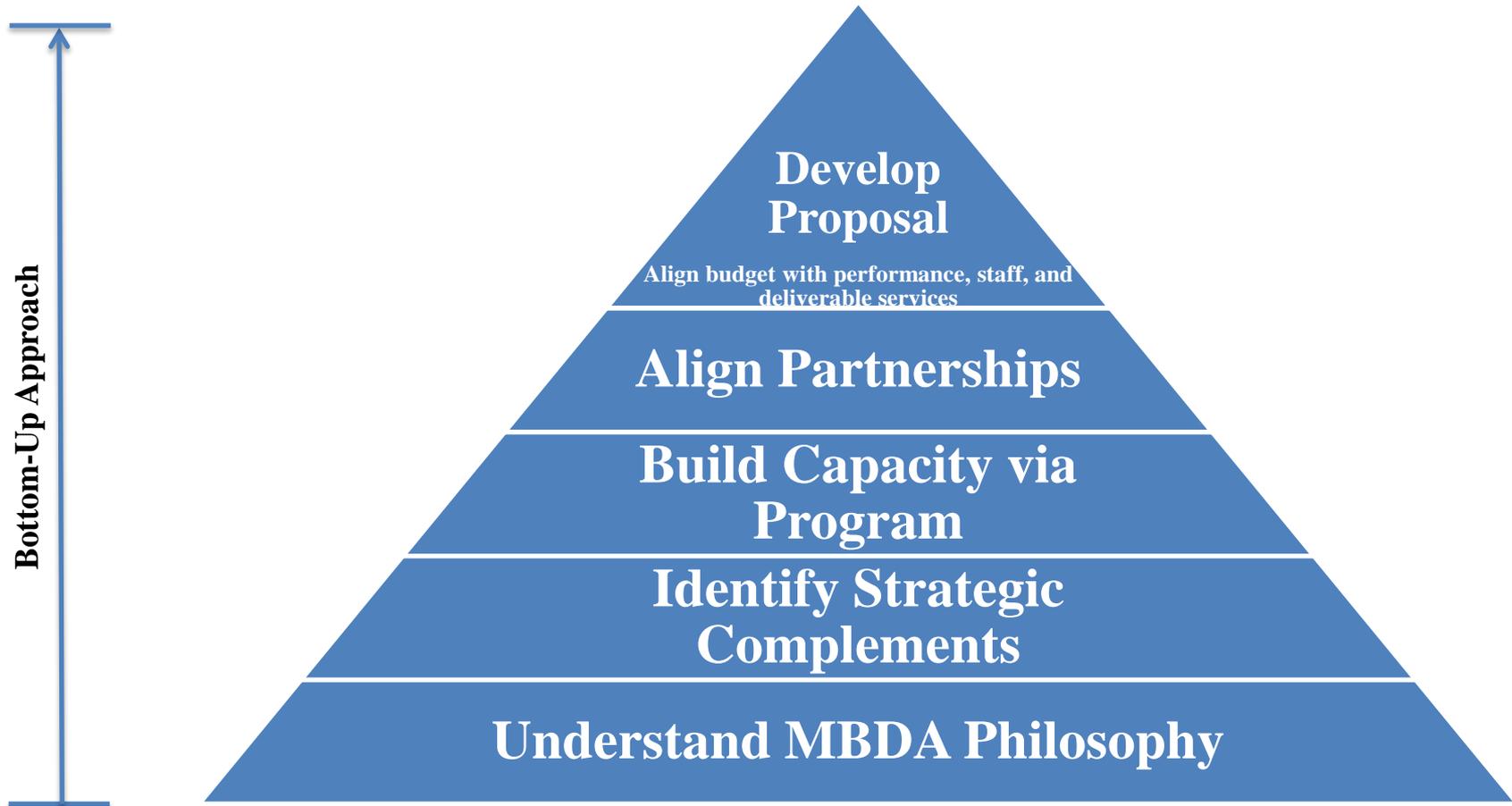
- Past Performance and Non-Compliance with Award Provisions
- Limitation of Liability
- Audit Costs
- Freedom of Information Act Disclosure

APPENDICES OVERVIEW



- Funding Availability by Center Location
- Performance Goals by Center Location
- Performance Measures and Points
- Definitions and Key Terms
- Information Technology and Computer Requirements
- Training Requirements and Definitions
- Youth Entrepreneurship Concepts
- Application Checklist
- Representation by Corporations Regarding and Unpaid Delinquent Tax Liability or a Felony Conviction Under Federal Law
- Office and Space Requirements
- Work Requirements
- Trademark and Licensing Requirements

STRATEGY FOR COMPETITION



STRATEGY FOR COMPETITION



Select Language ▾

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General Info

Press Room

Business Workspace

HOME | CONTACT | MY BUSINESS TOOLS



Grow your business. Build the Nation.

Business Tools

Business Education

Press Room

Research Library

MBDA

■ [Apply Now to operate a MBDA Business Center.](#) ■ [Learn more about the new grant competitions.](#)

MBDA Announces Grant Competition to Create Jobs and Grow Businesses

Agency makes \$6.3 million available to launch six new MBDA Business Centers

[READ MORE >>](#)



1 2 3 4 5

The background of the slide features a grid of blue and white squares, resembling a window or a modern architectural facade. In the foreground, the silhouettes of several business professionals are shown in various poses, some standing and talking, others looking at documents. The scene is lit from behind, creating a warm, golden glow that transitions into a cooler blue on the left. The silhouettes are reflected on a highly polished, reflective floor.

**Engaging minority businesses is no longer a moral imperative.
It is an economic necessity.**

We are paving the way for *The Next 45*.

**THANK YOU FOR YOUR PARTICIPATION &
GOOD LUCK!**



Please adhere to operator
instructions to ask questions.

Thank you