

# **CITY OF NEW YORK**

## **MINORITY AND WOMEN-OWNED BUSINESS ENTERPRISE (M/WBE) PROGRAM**

### **Annual Report**

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**Fiscal Year 2011 Compliance Information  
(July 1, 2010 – June 30, 2011)**

**Pursuant to New York City Administrative Code § 6-129 (l)(1)**

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## **Introduction**

This report details the City's efforts to ensure minority and women-owned businesses have greater access to public contracting opportunities. The reporting period covers program accomplishments for Fiscal Year 2011 (July 1, 2010– June 30, 2011). As per the New York City Administrative Code §6-129(l)<sup>1</sup>, the report is jointly submitted by the Director of the Mayor's Office of Contract Services (MOCS), as City Chief Procurement Officer, and by the Commissioner of the Department of Small Business Services (SBS).

The reports consists of a summary of program activity, prime contract and subcontract utilization data for City-certified Minority and Women-Owned Business Enterprises (M/WBE), as well as additional data specified in Local Law 129 (LL129) of 2005. This report, along with the *Agency Procurement Indicators Report*, demonstrates that in FY 2011 the City and its agencies made substantial progress towards achieving citywide goals.

The city's Minority and Women-Owned Business Enterprise Program was signed into law in 2005 and is administered by SBS and MOCS. Since its passage, SBS has worked aggressively to develop the City's M/WBE program through wide-ranging initiatives that provide multiple services to certified companies, purchasing agencies, and prime contractors. The number of certified companies continues to increase, along with the number and value of contracts awarded to these companies. In the first five years of the program, i.e., from July 1, 2006 through June 30, 2011, M/WBE firms were awarded over 35,000 prime and subcontracts valued at nearly \$2.5 billion dollars.

## **Program Expansion**

The City continues to establish new ways to increase the number of M/WBEs competing for and winning City contracts. This year, SBS with the Mayor's Office of Operations, MOCS, and the Law Department, established several new initiatives, which will proceed in the coming months.

- Capacity Building
- Access to Capital
- Improved Compliance Monitoring
- Improved Procurement Processes

- **Capacity Building and Access to Capital**

Submitting a competitive bid is essential for winning contracting opportunities. Capacity building services are designed to help certified companies consistently submit competitive bids and proposals. These services include:

1. *Bid/Proposal Technical Assistance:* This service will train certified firms about cost estimating, applying appropriate prevailing wage standards, and other bid fundamentals.
2. *Joint Venture Matching Services:* Businesses will learn how to team with other firms to combine resources and grow their capacity to bid larger jobs or in new areas of the market. Workshops will focus on optimal teaming structures, potential financial and legal pitfalls, and matchmaking events.
3. *Construction Mentoring Program:* Under a pilot program, construction firms will gain access to business management courses and on-the-job training. The City will identify a set of contracts that will be targeted for prequalified M/WBE contractors.
4. *Construction Loan Program:* To address the challenge that new contractors have funding their initial expenses for labor and equipment, short term working capital loans will be available for firms awarded City contracts.
5. *Bond Readiness Support:* M/WBEs often pay a higher cost for bonds, impacting their ability to remain competitive. The City has introduced improvements, by raising the bond threshold from \$500,000 to \$1 million and offering bond readiness training to help M/WBEs and small businesses increase their bonding capacity and connect to surety agents to obtain bonds.

- **Improved Compliance Monitoring**

To ensure that all agency staff that are charged with purchasing decisions are familiar with the M/WBE program and their agency's goals, the City has introduced mandatory training to educate agency buyers on how to locate qualified M/WBE providers.

The City also seeks to offer more assistance matching prime contractors to certified M/WBE subcontractors and to better track M/WBE usage. To improve subcontractor utilization, tracking, and compliance, agency officers will attend pre-bid meetings to directly inform bidders about M/WBE requirements and to make them aware of the availability of potential contractors through the Online Directory of Certified Firms ([www.nyc.gov/buycertified](http://www.nyc.gov/buycertified)). Additionally, the City is now adding language to newly-procured contracts to establish liquidated damages for vendors who do not make a good faith effort to meet M/WBE subcontracting goals.

- **Improved Procurement Processes**

The City is undertaking new efforts to reduce the burden on M/WBEs and small businesses who are competing for contracts and who are currently doing business with the City. Agencies are now required to post all solicitation materials through the City Record Online, allowing vendors to identify opportunities and download relevant materials from one convenient, online location. This change reduces time spent searching for new contracting opportunities and solicitation materials.

### **Expanding the Base of Certified Firms**

SBS continues to pursue a fundamental strategy to increase the utilization of M/WBE firms by expanding its base of certified firms. Minority-owned and woman-owned firms who choose not to certify with the City are neither tracked, nor measured, in the City's performance reporting.

To that end, SBS has worked hard to simplify certification without compromising standards. SBS streamlined the application, increased the certification period and expedited the application process for companies that are already certified with other regional certification entities. Businesses can now apply for M/WBE certification online and track the status of their application using the NYC Business Express website available at <http://nyc.gov/BusinessExpress>). NYC Business Express provides license, permit, tax and incentive information needed to run a business in New York City.

Companies needing assistance with their applications can rely on the resources of the seven NYC Business Solution Centers and the City Council-funded network of M/WBE Leadership Association organizations to provide technical support. This approach extends the City's outreach efforts, ensures a higher quality application, and makes the submission and the certification review process easier and simpler.

In FY 2011, SBS certified 598 new M/WBEs and recertified 78 M/WBEs, bringing the number of City-certified companies to 3,244. Various community partners, including those funded by City Council, have helped extend the reach of SBS's certification outreach efforts. These organizations support the growth of M/WBEs throughout the five boroughs with marketing workshops, networking events, assistance with the certification application, and business development services. SBS also collaborated with local development corporations, trade associations, industry membership organizations and local chambers of commerce on more than 90 events during the year to spread the word about the benefits of certification and identify companies interested in and eligible for certification.

This year, SBS hosted the City's signature M/WBE event, the 5<sup>th</sup> Annual Procurement Fair at BNY Mellon, which was attended by over 600 firms and 87 City and State agencies and authorities and private-sector contractors and corporations. SBS also hosted M/WBE workshops in Queens, with Council Member Julissa Ferreras and in Staten Island, with Council Member Debi Rose. SBS works closely with public agencies throughout the year to organize outreach and recruitment events. A summary of these agency efforts is attached as Appendix A.

To further enhance M/WBE opportunity for firms competing on contracts covered by project labor agreements, SBS conducted an extensive recruitment campaign to expand the base of City-certified firms available to compete on these construction projects, working with advocacy groups, unions, contractor associations, and such public agencies as the School Construction Authority, the Economic Development Corporation, the New York City Housing Authority, the Dormitory Authority of the State of New York, and the Port Authority of NY/NJ. SBS has identified over 1,000 firms that are certified with reciprocal agencies and who therefore may be interested in, and eligible for City certification.

### **Fostering Business Growth**

SBS provides technical assistance and training to certified companies. Assistance includes guidance on bid and proposal preparation, workshops and classes taught by industry experts, and business development programs.

Since most City prime contracting opportunities occur at the "small purchase" level, i.e., under \$100,000, and such opportunities are not widely advertised, it is critical that vendors display accurate information in the City's purchasing systems so they can receive appropriate solicitations. Certified M/WBEs have the added benefit of a public profile on the SBS Online Directory of Certified Businesses, located at [www.nyc.gov/buycertified](http://www.nyc.gov/buycertified). To be effective, the profile must be kept current. In FY 2011, SBS helped nearly 100 companies update their contact information and their commodity codes. SBS also helped M/WBEs find the right opportunities by sending out solicitations to over 2,000 appropriate vendors and providing nearly 300 sessions to help firms identify the best agencies to target for their products and services.

In addition, nearly 300 companies attended SBS' regularly scheduled workshops, *Selling to Government*, and *I'm Certified, Now What?* The first is a monthly workshop open to the public. The second is offered quarterly and exclusively to newly-certified firms. Agency buyers participate in this workshop, which is followed by sector-specific breakout sessions. The SBS *Fundamentals of Construction Management* continuing education series attracted 148 participants. This seven-course program, offered in partnership with CUNY's New York City College of Technology, gives firms the tools they need to better manage City construction

projects. In addition, nearly 200 certified M/WBEs took advantage of *Breaking New Ground*, SBS's free one-on-one technical assistance service that provides guidance on responding to City contract solicitations, better managing of projects, and bid/proposal analysis.

As the pool of certified firms grows, SBS is working to scale our services to reach a broader audience through partnerships. One such partnership is the Columbia University Construction Mentorship Program, a two-year construction management certificate program that provides academic training and access to Columbia University projects, on-the-job feedback, and technical assistance, provided by SBS. Forty graduates have been awarded \$32 million in City and Columbia contracts through September 2010.

With the help of City Council, SBS launched *Strategic Steps for Growth* in June 2010, a nine month executive management education program at the Berkley Center for Entrepreneurship & Innovation at New York University's Stern School of Business. The goals of the program are to help firms increase sales, expand their workforce and access capital and contracts. Firms receive a certificate and a customized three-year *Strategic Growth Action Plan™* to increase revenues and create jobs. Each firm is studied for a subsequent four-year period to assess growth indicators. To date, 45 firms have enrolled in the program and they have won public contracts totaling \$16.8 million, secured \$1.2 million in financing, and hired 76 full-time employees.

SBS also works with the City Council through the M/WBE Leadership Association to provide certified firms with more capacity-building services, including help applying for loans and surety bonds, preparing bids and proposals, and marketing to both the public and private sector. In FY 2011, member organizations sponsored 162 events and hosted 1,672 one-on-one technical assistance sessions.

While the primary goal of the M/WBE program is to connect certified firms with procurement opportunities, SBS recognizes that not all M/WBEs will win City contracts. Some certified companies specialize in goods and services that the City does not typically purchase, for example. SBS is working hard to make sure that certified M/WBEs know about the services available to them through NYC Business Solutions that will help them grow their capacity to compete in the larger marketplace. SBS offers a set of services at no cost that addresses the needs of businesses at any size and at any stage. The services include business courses, legal review of contracts and leases, accessing financing and incentives, and recruiting and training employees. In FY 2011, certified firms received nearly \$2 million in financing assistance from the Business Solutions Centers and \$200,000 in Training Funds to improve the skills of their employees.

## **Equipping Buyers to Find Certified Companies**

SBS and MOCS held agency training sessions for 145 procurement staff from 24 different City agencies in FY11 at the City's Procurement Training Institute (PTI). The topics included LL129 implementation, strategies to identify M/WBEs for contract opportunities, enhancing M/WBE programs for contracts under \$100,000, and sharing information across agencies to expand the network of buyers that work together to improve program results.

SBS and MOCS have also implemented new initiatives in M/WBE subcontractor program administration to help agencies better oversee their prime contractors. These include: enhanced guidelines on compliance monitoring; a new training curriculum; improved tracking requirements; and informational materials for agencies and prime contractors. To ensure that agencies were properly implementing these new provisions, SBS met with the relevant staff at City construction agencies. SBS also conducted 8 agency-specific sessions for procurement staff, resident engineers, project managers, and auditors on best practices for encouraging and monitoring prime contractor compliance with M/WBE subcontractor utilization plans. To ensure prime contractors are aware of their obligations, SBS offers direct assistance in completing Schedule B subcontractor utilization plans and identifying qualified M/WBE subcontractors. This year, SBS met with 24 different prime contractors to discuss upcoming projects and how to navigate the Online Directory of Certified Businesses.

SBS promotes the use of the Online Directory of Certified Businesses to both agency buyers and prime contractors. Early in Fiscal Year 2010, SBS enhanced this tool to make it easier for City buyers and prime contractors to find certified companies for their specific opportunities.

## **Hold Agencies Accountable**

In December, SBS released the Citywide Progress Report to agency chief contracting officers and M/WBE liaisons. The progress report details agency performance inside and outside of LL129 requirements, as well as key program initiatives and SBS recommendations to improve program results. The report is available on the SBS website at <http://nyc.gov/sbs>.

SBS plays a critical role in helping agencies implement initiatives that will enable them to continue to make substantial progress toward LL 129 goals. The progress report, for example, provides clear information on procurement practices, the enhanced accessibility of contracts to minority and women-owned firms, and increased M/WBE participation at all contracting levels.

SBS also conducts an annual audit of prime contracts with target subcontracting percentages and reviews findings from completed audits to ensure ongoing resolution of issues. One result was the issuing of a new form, now required from prime contractors with every voucher for

payment, specifying amounts paid to M/WBE subcontractors for that payment period. This information enables agencies to better monitor prime contractor compliance with M/WBE subcontracting goals.

In addition, a compliance audit is currently underway covering five percent of the prime contracts awarded with subcontracting goals in FY2010, and five percent of eligible subcontracts. In January, SBS will begin an audit on a sample of prime contracts with subcontracting goals awarded in FY 2011.

**Qualified Joint Venture Agreements**

As illustrated in the table below, during FY 2011, certified M/WBEs participated in 2 qualified joint venture agreements (JV), in which the percentage of profits to the M/WBE vendor exceeded 25% of the total profit. The JV contracts were awarded in one industry, professional services. Of those contracts, none were within LL129 goal categories for prime contracting as they exceeded \$1 million. One of the contracts was subject to New York State’s M/WBE program, which assigns subcontracting goals for minority- and or women-owned businesses. The other one is among the 218 contracts with LL129 subcontracting goals.

Prime contracts with qualified joint ventures					
Industry	Number of Contracts	Ethnicity	Total Dollar Value	Value to M/WBE	%
Professional Services	2	Asian	\$7,783,519.18	\$3,891,759.59	50%

**Efforts to Reduce or Eliminate Barriers to Competition**

To further reduce barriers for M/WBEs to gain access to contract opportunities the City revised its bond form to ease requirements for small and minority-owned businesses. As a result of these changes, the U.S. Small Business Administration permits the City’s small businesses, including M/WBEs, to participate in the Federal Surety Bond Guarantee Program. Seeking additional improvements, in FY11, the City raised the bond threshold from \$500,000 to \$1 million dollars. These changes, and the larger set of initiatives discussed earlier in this report, will further reduce market barriers and build a firm’s capacity to compete.

SBS also assisted 16 companies expedite their payment requests from prime contractors and City agencies. To reduce the need for such interventions, SBS educates M/WBEs on how to properly submit payment requisitions and assists firms with their initial submission.



## **Conclusion**

Since implementation of Local Law 129 began, SBS and MOCS have continuously worked hard to improve the City's program. Together, the agencies have:

- Built a program that provides customer service to certified firms, City agencies and prime contractors
- Obtained more comprehensive information on certified firms to better market their goods and services to agency buyers
- Made technology improvements to better match the growing pool of M/WBE firms with appropriate procurement opportunities
- Developed targeted strategies for increasing M/WBE utilization across various dollar value ranges and procurement methods
- Increased accountability and transparency by meeting monthly with agencies and publishing agency progress reports, which provide greater detail on each agency's performance and efforts to increase M/WBE utilization
- Expanded the range of capacity building services to help firms grow their business

While much remains to be done, the City has made significant progress. SBS and MOCS are committed to continue working with the City Council to increase our ability to help M/WBE companies win contracts with the City.

AGENCY	INITIATIVES	Appendix A
<b>Administration for Children's Services (ACS)</b>	<ul style="list-style-type: none"> <li>• Increased solicitation of M/WBEs for micro and small purchases</li> <li>• Staff attended Procurement Training Institute sessions sponsored by SBS and MOCS</li> <li>• Created new forms to ensure M/WBE outreach for micro purchases</li> <li>• Notified SBS of upcoming procurement opportunities that exceed the Small Purchase limit and offer targeted opportunity for increased M/WBE participation by notifying M/WBE firms</li> <li>• Included M/WBE information in agency-wide E-bulletins, which are distributed to ACS employees</li> <li>• Monitored agency performance with quarterly contract reports provided by SBS</li> <li>• Encouraged firms already doing business with the agency to get certified, including calling vendors to inform them about certification and referring them to SBS</li> <li>• Participated in events with targeted outreach to M/WBEs, including the Citywide Procurement Fair and Asian Women in Business Annual conference</li> <li>• Monitored contractor compliance for contracts with M/WBE goals</li> </ul>	
<b>Department for the Aging (DFTA)</b>	<ul style="list-style-type: none"> <li>• Increased solicitation of M/WBEs for micro and small purchases</li> <li>• Held meeting with DFTA senior staff to encourage contracting with MWBE vendors</li> <li>• Staff attended Procurement Training Institute sessions sponsored by SBS and MOCS</li> <li>• Continued quarterly reviews of M/WBE Utilization</li> <li>• Encouraged firms already doing business with the agency to get certified</li> <li>• Encouraged all inquirers seeking contract opportunities to register with SBS or partner with an M/WBE</li> <li>• Participated in events with targeted outreach to M/WBEs, including the Citywide Procurement Fair</li> </ul>	
<b>Department of Buildings (DOB)</b>	<ul style="list-style-type: none"> <li>• Increased solicitation of M/WBEs for micro and small purchases</li> <li>• Staff attended Procurement Training Institute sessions sponsored by SBS and MOCS</li> <li>• Hosted M/WBE training for P-card holders</li> <li>• Included M/WBE program language in all solicitations</li> <li>• Encouraged certification, including calling eligible vendors already doing business with the agency</li> <li>• Participated in events with targeted outreach to M/WBEs, including the Citywide Procurement Fair</li> <li>• Created a Guide to Doing Business with the agency for distribution at events and conferences</li> </ul>	

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<p><b>Department of Citywide Administrative Services (DCAS)</b></p>	<ul style="list-style-type: none"> <li>• Member of M/WBE Improvements Implementation Advisory Board - joint taskforce with the Mayor's Office and SBS to implement a series of recommendations to improve the program</li> <li>• Worked with SBS to help develop and implement the new Construction Loan Mobilization and Citywide Mentorship programs</li> <li>• Systematically reviewed the DMSS bidders list to identify potentially eligible firms and refer them for certification</li> <li>• Made it easier for M/WBEs and small businesses to do business with the City by providing additional contract information online including, preliminary bid results</li> <li>• Continued use of new forms to track M/WBE micro purchases (more than 50% of awards to M/WBEs)</li> <li>• Staff attended Procurement Training Institute sessions sponsored by SBS and MOCS</li> <li>• Provided training to agency program staff on monitoring Local Law 129 and the subcontracting requirements</li> <li>• Co-instructed two (2) PTI sessions focused on best practices for M/WBE utilization on micro and small purchases and subcontracts</li> <li>• Increased solicitation of M/WBEs for micro and small purchases</li> <li>• Advertised solicitations in minority publications</li> <li>• Held Pre-bid meetings for all contracts with M/WBE subcontractor utilization goals which included an explanation of the program and how to complete Schedule B</li> <li>• Conducted face-to-face pre-award meetings with all prime vendors that had contracts with subcontractor utilization plans established to discuss M/WBE subcontractor requirements</li> <li>• Referred prime contractors to SBS for assistance in locating M/WBE subcontractors</li> <li>• Worked closely with potential M/WBE subcontractors to assist with any issues preventing them from being approved to work on DCAS projects</li> <li>• Held one-on-one and group meetings with M/WBEs</li> <li>• Participated in events with targeted outreach to M/WBEs, including the Citywide Procurement Fair (participating on the Planning Committee, panel member in one of the workshops, and sent several buyers for the networking sessions), Regional Alliance for Small Contractors Clearinghouse, NYPA Annual Purchasing Exchange, Annual Queens Business &amp; Procurement Expo, Asian Women in Business Annual Conference, Manhattan Chamber of Commerce "Marketing to Government Entities," Brooklyn Small Business &amp; Procurement Expo, CUNY and City University Construction Fund "Partners in Success" conference</li> <li>• Participated in workshops to inform M/WBEs about City procurement policies, including one (1) session of Strategic Steps for Growth (City Council/SBS/NYU program)</li> </ul>	

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<b>Department of Correction (DOC)</b>	<p style="text-align: right;"><b>Appendix A</b></p> <ul style="list-style-type: none"> <li>• Staff attended Procurement Training Institute sessions sponsored by SBS and MOCS</li> <li>• Conducted staff training and one-on-one meetings on M/WBE initiatives</li> <li>• Increased solicitation of M/WBEs for small and micro purchases</li> <li>• Held Pre-bid meetings for all contracts with M/WBE Subcontractor Utilization goals which included an explanation of the program and how to complete Schedule B</li> <li>• Encouraged vendors already doing business with the agency to certify</li> <li>• Participated in events with targeted outreach to M/WBEs, including the Citywide Procurement Fair (participating on the Planning Committee and sent buyers to the networking session)</li> <li>• Informed SBS of situations where an M/WBE wins a contract and then fails to deliver</li> <li>• Discussed M/WBE requirements at all "kick-off" / post-registration meetings</li> <li>• Reached out to non-responsive M/WBEs with regard to micro and small purchases</li> <li>• Participated in workshops to inform M/WBEs about City procurement policies, including one (1) session of "I'm Certified, Now What"</li> </ul>
<b>Department of Design and Construction (DDC)</b>	<ul style="list-style-type: none"> <li>• Hosted a training session for over 100 agency project managers and program staff to teach them about the importance of the M/WBE program and new compliance monitoring requirements</li> <li>• Provided on-going training for agency procurement and other unit personnel</li> <li>• Staff attended Procurement Training Institute sessions sponsored by SBS and MOCS</li> <li>• Increased solicitation of M/WBEs for small purchases</li> <li>• Encouraged vendors already doing business with the agency to certify</li> <li>• Made it easier for M/WBEs and small businesses to do business with the City by providing additional contract information online including, preliminary bid results and the list of vendors that downloaded the solicitation package</li> <li>• Continued posting M/WBE program information and link to SBS info on agency website</li> <li>• Continued posting M/WBE goals for specific projects on website</li> <li>• Participated in workshop to inform M/WBEs about City procurement policies</li> <li>• Participated in events with targeted outreach to M/WBEs, including the Citywide Procurement Fair (sending several staff members for the networking table), Regional Alliance's Contractor Networking event, Professional Women in Construction, Annual Queens Business Procurement Expo, Asian Women in Business Annual conference</li> <li>• Held Pre-bid meetings for all contracts with M/WBE Subcontractor Utilization goals which included an explanation of the program and how to complete Schedule B</li> <li>• Monitored contractor compliance with utilization plans for contracts with M/WBE goals</li> <li>• Provided assistance to M/WBE sub-contractors with payment and other issues on agency projects</li> <li>• Worked with SBS to help develop and implement the new Construction Loan Mobilization program</li> </ul>

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<p><b>Department of Environmental Protection (DEP)</b></p>	<ul style="list-style-type: none"> <li>• Conducted meetings with field reps to discuss program issues and aid implementation</li> <li>• Held Prevailing Wage meetings with Resident Engineers on M/WBE program info</li> <li>• Updated micro and small purchase buyers regularly on M/WBE firms to solicit</li> <li>• Increased solicitation of M/WBEs for micro and small purchases</li> <li>• Encouraged prime and sub vendors already doing business with the agency to certify</li> <li>• Participated in events with targeted outreach to M/WBEs, including the Citywide Procurement Fair (participating on the Planning Committee and sending several buyers for the networking session), Regional Alliance for Small Contractors Clearinghouse, NYPA Annual Purchasing Exchange, Annual Queens Business &amp; Procurement Expo, Asian Women in Business Annual Conference, Bronx Business Opportunities Expo, LICBDC's Business to Business Trade Show, GC Bluebook Showcase, Brooklyn Small Business &amp; Procurement Expo, and the 2011 M/WBE Forum</li> <li>• Participated in workshops to inform M/WBEs about City procurement policies</li> <li>• Provided assistance to M/WBE sub-contractors with payment and other issues</li> <li>• Encouraged M/WBEs to compete on DEP contract opportunities by conducting more than 100 one-on-one interviews with certified firms</li> <li>• Estimated over \$100 million in subcontracts were awarded to certified firms through New York State M/WBE program requirements</li> <li>• Created monthly M/WBE report cards to track performance by division; distributed to bureaus and Commissioner's office to increase accountability and improve performance</li> <li>• Held Pre-bid meetings for all contracts with M/WBE Subcontractor Utilization goals which included an explanation of the program and how to complete Schedule B</li> <li>• To ensure contract compliance, audited 4 contracts per week to check for issues with meeting M/WBE goals or not paying prevailing wages</li> <li>• Hosted 2 targeted M/WBE networking events: <i>Goods, Services, and Sub-contractor Breakfast and Bureau of Engineering, Design, and Construction Consultant Networking Event</i></li> <li>• Worked with SBS to help develop and implement the new Construction Loan Mobilization and Citywide Mentorship programs</li> </ul>	
<p><b>Department of Finance (DOF)</b></p>	<ul style="list-style-type: none"> <li>• Increased solicitation of M/WBEs for micro and small purchases</li> <li>• Encouraged vendors already doing business with the agency to certify</li> <li>• Monitored agency performance with quarterly contract reports provided by SBS</li> <li>• Participated in targeted outreach events, including the Citywide Procurement Fair</li> <li>• Encouraged prime contractors to search for and hire M/WBE subcontractors - (Major Central Treasury Banking Contract plans to use MWBE sub)</li> <li>• Staff attended Procurement Training Institute sessions sponsored by SBS and MOCS</li> <li>• Promoted M/WBEs by referring them directly to the units that utilize their services</li> <li>• Participated in M/WBE workshops to inform M/WBE about City procurement policies, including one session of Strategic Steps for Growth (City Council/SBS/NYU program)</li> </ul>	

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<b>Department of Health and Mental Hygiene (DHMH)</b>	<ul style="list-style-type: none"> <li>• Encouraged vendors doing business with the agency to certify, especially consultants</li> <li>• SBS presented at monthly contract staff meetings to reinforce program mandates</li> <li>• Trained Executive Staff to ensure program buy-in from the highest levels in the agency</li> <li>• Staff attended Procurement Training Institute sessions sponsored by SBS and MOCS</li> <li>• Continued training and outreach in coordination with SBS to inform P-card users about the program and how to find M/WBE firms</li> <li>• Met with M/WBEs to determine available products/services for increased utilization</li> <li>• ACCO presented agency goals and accomplishments to Commissioner/ Executive staff</li> <li>• Increased solicitation of M/WBEs for micro and small purchases</li> <li>• Required micro purchase buyers to reach out to SBS to identify M/WBE vendors</li> <li>• Participated in events with targeted outreach to M/WBEs, including the Citywide Procurement Fair</li> <li>• Participated in workshops to inform M/WBEs about City procurement policies</li> </ul>	
<b>Department of Homeless Services (DHS)</b>	<ul style="list-style-type: none"> <li>• Encouraged vendors already doing business with the agency to certify</li> <li>• Assisted contractors in identifying certified M/WBE subcontractors</li> <li>• Increased solicitation of M/WBEs for micro and small purchases</li> <li>• Required Purchasing staff to reach out to M/WBE firms for all purchases under \$5,000 including P-Card purchases</li> <li>• Continued monitoring of program implementation within the agency by M/WBE Task Force to implement internal initiatives and monitor agency performance / compliance</li> <li>• Held a series of internal meetings with program and procurement staff to reinforce LL129 and its procedural requirements</li> <li>• SBS participates in quarterly meetings with contracts and program staff to review current procedures, status of new initiatives, and any issues</li> <li>• Conducted a training on compliance monitoring for 20 procurement and program staff which featured speakers from SBS, MOCS, and DCAS</li> <li>• Participated in events with targeted outreach to M/WBEs, including Annual Citywide Procurement Fair (sent several buyers for the networking session)</li> <li>• Distributed copies of the attendance log to Pre-Bid Conference attendees to facilitate communication between prime and sub contractors</li> <li>• Held Pre-bid meetings for all contracts with M/WBE Subcontractor Utilization goals which included an explanation of the program and how to complete Schedule B</li> </ul>	
<b>Department of Information Technology and Tele-communications (DOITT)</b>	<ul style="list-style-type: none"> <li>• Encouraged firms already doing business with the agency to get certified, especially firms on the NYS OGS IT Services "back drop" contract</li> <li>• Notified SBS of upcoming procurements exceeding Small Purchase limits and offered targeted opportunities to increase M/WBE participation by notifying M/WBE firms</li> <li>• Advertised in minority focused publications</li> <li>• Participated in events with targeted outreach to M/WBEs, including the Citywide Procurement Fair (where several staff participated in the networking sessions), Asian Women in Business annual conference, and GovTech</li> <li>• Staff attended Procurement Training Institute sessions with SBS and MOCS</li> <li>• Increased solicitation of M/WBEs for micro and small purchases</li> <li>• Notified SBS of M/WBE bidders whose prices were double the winning bid for them to provide technical assistance</li> <li>• Worked with NYCEDC, SBS, and other agencies to inform M/WBE and small businesses about IT and media opportunities through Gov 2.0 Tech Forums - events in FY2010 and FY2011</li> <li>• Staff attended Procurement Training Institute sessions sponsored by SBS and MOCS</li> <li>• Increased solicitation of M/WBEs for micro and small purchases</li> </ul>	

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<b>Department of Investigation (DOI)</b>	<ul style="list-style-type: none"> <li>• Encouraged vendors already doing business with the agency to certify</li> <li>• Participated in events with targeted outreach to M/WBEs, including the Citywide Procurement Fair</li> <li>• Staff attended Procurement Training Institute sessions with SBS and MOCS</li> <li>• Increased solicitation of M/WBEs for small and micro purchases</li> <li>• Instituted compliance reporting</li> <li>• Performed monthly internal review of small and micro purchases to assure that the agency is on track to meet the goals</li> </ul>	
<b>Department of Parks and Recreation (DPR)</b>	<ul style="list-style-type: none"> <li>• Made certification applications available in the area where vendors pick up bid-documents</li> <li>• Encouraged vendors already doing business with the agency to certify</li> <li>• Participated in events with targeted outreach to M/WBEs, including the Citywide Procurement Fair (sending several buyers for the networking sessions), Annual Queens Business &amp; Procurement Expo, Asian Women in Business Annual Conference, Brooklyn Small Business &amp; Procurement Expo, Annual AIA conference</li> <li>• Participated in workshops to inform M/WBEs about City procurement policies, including one (1) session of "I'm Certified, Now What"</li> <li>• Conducted extensive outreach to encourage M/WBE firms to submit proposals for the Design Excellence Contracts (Architectural and Landscape Architectural Design)</li> <li>• Increased solicitation of M/WBE firms for Micro and small purchases</li> <li>• Conducted quarterly meetings with procurement staff to monitor M/WBE utilization</li> <li>• Developed enhanced measures for encouraging and monitoring prime contractor compliance with M/WBE Subcontractor Utilization Plans</li> <li>• Developed new forms and procedures for tracking M/WBE participation and actual payments to M/WBE subcontractors</li> <li>• Staff trained regularly on M/WBE issues</li> <li>• Referred prime contractors to SBS for assistance in locating M/WBE subcontractors</li> <li>• Provided assistance to M/WBE sub-contractors with payment and other issues on agency projects</li> <li>• Hosted a training session for over 100 agency project managers and resident engineers to teach them about the importance of the M/WBE program and new compliance monitoring requirements</li> <li>• Held Pre-bid meetings for all contracts with M/WBE Subcontractor Utilization goals which included an explanation of the program and how to complete Schedule B</li> <li>• Made it easier for M/WBEs and small businesses to do business with the City by providing additional contract information online, including preliminary bid results</li> <li>• Helped M/WBE firms be more competitive by conducting losing bidder/proposer debriefings</li> <li>• Working with SBS to help develop and implement the new Construction Loan Mobilization and Citywide Mentorship programs</li> </ul>	

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<b>Department of Probation (DOP)</b>	<ul style="list-style-type: none"> <li>• Increased solicitation of M/WBEs for micro and small purchases</li> <li>• Encouraged vendors already doing business with the agency to certify by calling and then e-mailing M/WBE program information and notifying SBS so they can assist the applicant (10 - 15 vendors per quarter)</li> <li>• Displayed and distributed SBS pamphlets that explain how MWBE vendors can get certified</li> <li>• Continued use of tracking system to monitor M/WBE utilization for small purchases</li> <li>• Increased monitoring of outreach for micro &amp; small purchases to ensure optimal outreach</li> <li>• Whenever a non-MWBE vendor is selected, staff is required to illustrate that MWBE vendors were solicited. If not, approval for that procurement is denied</li> <li>• Solicit quotes from MWBE contractors listed on OGS and GSA contracts whenever possible</li> <li>• Staff attended Procurement Training Institute sessions sponsored by SBS and MOCS</li> <li>• Participated in events with targeted outreach to M/WBEs, including the Citywide Procurement Fair and Competitive Edge</li> </ul>	
<b>Department of Sanitation (DSNY)</b>	<ul style="list-style-type: none"> <li>• Mailed certified M/WBEs an invitation to bid on all bids and RFPs over \$1 million</li> <li>• Shared DSNY collected vendor information with other city agencies, specifically DEP</li> <li>• Advertised in minority publications, including Minority Commerce Weekly</li> <li>• Contacted winning bidders to encourage them to certify and/or work with M/WBE suppliers and subcontractors</li> <li>• Required that all small and micro purchases go through a procedural checklist to be submitted to the ACCO office for tracking</li> <li>• Followed up on contacts from networking events by forwarding their information to buyers across the agency</li> <li>• Participated in events with targeted outreach to M/WBEs, including the Citywide Procurement Fair (participating on the Planning Committee and sending several buyers for the networking sessions), Professional Women in Construction, US Dept. of Commerce Minority Business Development forum, Asian Women in Business Procurement Conference, Annual Queens Business &amp; Procurement Expo, General Services Administration (GSA) seminar, Brooklyn Small Business &amp; Procurement Expo, and Staten Island Business Development conference</li> <li>• Participated in workshops to inform M/WBEs about City procurement policies, including 2 sessions of "I'm Certified, Now What", and a PTAC presentation by LaGuardia Community College's PTAC center</li> <li>• Continued 1-on-1 meetings with M/WBE firms that staff met at various outreach events or via e-mail invitations the agency sends out regularly</li> <li>• Encouraged bid follow-up meetings as appropriate to ascertain the reason(s) that no M/WBEs bid, and encourage losing vendors to find out the winning bid</li> <li>• Followed up on non-responsive M/WBEs by forwarding findings to SBS</li> <li>• Informed SBS of situations where an M/WBE who wins a contract fails to deliver</li> <li>• Held Pre-bid meetings for all contracts with M/WBE Subcontractor Utilization goals which included an explanation of the program and how to complete Schedule B</li> <li>• Increased solicitation of M/WBEs for small and micro purchases</li> <li>• Provided training to bureau contracting staff semi-annually</li> <li>• Staff attended Procurement Training Institute sessions sponsored by SBS and MOCS and annual internal session sponsored by ACCO office</li> <li>• Increased solicitation of M/WBEs for small and micro purchases</li> <li>• Provided training to bureau contracting staff semi-annually</li> </ul>	



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<p><b>Department of Transportation (DOT)</b></p>	<ul style="list-style-type: none"> <li>• Participated in events with targeted outreach to M/WBEs, including the Citywide Procurement Fair (sent several buyers for the networking sessions), Professional Women in Construction, US Dept. of Commerce Minority Business Development forum, Asian Women in Business Procurement Conference, Annual Queens Business &amp; Procurement Expo, General Services Administration (GSA) seminar, Brooklyn Small Business &amp; Procurement Expo, Staten Island Business Development conference and project-specific events with DBE goals</li> <li>• Participated in workshops to inform M/WBEs about City procurement policies, including 1 session of "I'm Certified, Now What"</li> <li>• Encouraged small purchase buyers to reach out to SBS to identify M/WBE vendors</li> <li>• Encouraged DBE vendors to certify with the City as M/WBEs and vice versa</li> <li>• Encouraged firms already doing business with the agency to certify</li> <li>• Advertised solicitations in minority publications, including the Amsterdam News, Minority Commerce Weekly, and El Diario</li> <li>• Continue to distribute the Vendor's Guide to doing business with the agency at events and agency locations</li> <li>• Awarded over \$60 million dollars in subcontracts required on Federally funded projects with DBE goals to firms that are also certified with the City as M/WBEs</li> <li>• Staff attended Procurement Training Institute sessions sponsored by SBS and MOCS</li> <li>• Increased solicitation of M/WBEs for micro and small purchases</li> <li>• Encourage M/WBE vendors to enroll in the P-Card program and tell them about the benefits of accepting P-Cards</li> <li>• Helped M/WBE firms to be more competitive by conducting losing bidder/proposer debriefings</li> <li>• Informed SBS of situations where an M/WBE wins a contract and then fails to deliver</li> <li>• Held Pre-bid meetings for all contracts with M/WBE Subcontractor Utilization goals which included an explanation of the program and how to complete Schedule B</li> <li>• Conducted face-to-face Pre-award meetings with all prime vendors that had contracts with Subcontractor Utilization Plans established to discuss M/WBE Subcontractor requirements</li> <li>• Working with SBS to help develop and implement the new Construction Loan Mobilization program</li> </ul>	
<p><b>Department of Youth and Community Development (DYCD)</b></p>	<ul style="list-style-type: none"> <li>• Participated in events with targeted outreach to M/WBEs, including Citywide Procurement Fair</li> <li>• Increased solicitation of M/WBEs for small and micro purchases</li> <li>• Encouraged firms already doing business with the agency to certify</li> <li>• Staff attended Procurement Training Institute sessions sponsored by SBS and MOCS</li> <li>• Encouraged all inquirers seeking contract opportunities to register with SBS or partner with an M/WBE</li> <li>• Held one-on-one and group meetings with M/WBEs</li> <li>• Helped M/WBE firms to be more competitive by conducting losing bidder/proposer debriefings</li> <li>• Monitored agency performance with quarterly contract reports provided by SBS</li> <li>• Held Pre-bid meetings for all contracts with M/WBE Subcontractor Utilization goals which included an explanation of the program and how to complete Schedule B</li> </ul>	

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<b>Financial Information Services Agency (FISA)</b>	<ul style="list-style-type: none"> <li>• Encouraged certification with vendors already doing business with the agency</li> <li>• Contacted SBS when conducting solicitations to request additional M/WBEs to include</li> <li>• Participated in events with targeted outreach to M/WBEs, including the Citywide Procurement Fair</li> <li>• Increased solicitation of M/WBEs for micro and small purchases</li> <li>• Encouraged NYS OGS and General Services Administration (GSA) vendors that responded to intergovernmental bids to become City-certified</li> <li>• Added language to all solicitations encouraging M/WBE vendors to participate, whether subject to goals or not</li> <li>• Staff attended Procurement Training Institute sessions sponsored by SBS and MOCS</li> <li>• Created distribution lists composed of all M/WBE vendors for the types of products and services frequently needed. Since FISA’s solicitations are concentrated around the purchase and maintenance of Information Technology hardware and software, FISA created a list of products and services frequently procured within that NIGP code, and asked M/WBE vendors to indicate if they were authorized resellers or authorized maintainers of specific products. Those vendors who responded to the outreach were added to a list of MWBE vendors maintained by NIGP code, and are added to the results of 5+5 Vendor Source bidder list creation efforts when beginning a new solicitation</li> <li>• Created a staff manual titled 'Online Directory Navigation' to find M/WBE vendors for the products and services the agency buys most frequently</li> <li>• Discussed MWBE requirements and participation in procurement discussions with agency executives</li> <li>• Helped M/WBE firms to be more competitive by conducting losing bidder/proposer debriefings</li> </ul>	
<b>Fire Department (FDNY)</b>	<ul style="list-style-type: none"> <li>• Letters were sent to M/WBE organizations encouraging links to FDNY website (e.g. SOBRO, PWC, AMENY, NYSCAM, and WBC)</li> <li>• Conducted special meetings with SBS and micro and small purchase buyers to help increase utilization</li> <li>• Created a Guide to Doing Business with the Fire Department for distribution at events and conferences</li> <li>• Participated in events with targeted outreach to M/WBEs, including Citywide Procurement Fair, Asian Women in Business conference, US Department of Commerce’s MBDA business to buyer linkage forum, and the Annual Queens Business &amp; Procurement Expo</li> <li>• Staff attended Procurement Training Institute sessions sponsored by SBS and MOCS</li> <li>• Increased solicitations of M/WBEs for micro and small purchases</li> <li>• Added language to non-LL129 solicitations encouraging prime bidders to use M/WBE subcontractors and suppliers</li> <li>• Advertised solicitations in minority publications</li> <li>• Encouraged certification by providing information on the FDNY website concerning eligibility for certification and links to the SBS website</li> <li>• FDNY conducted regular meetings with all procurement staff members to enhance M/WBE utilization</li> <li>• Procurement department monitored 100% of contracts with M/WBE Subcontractor Utilization Plans to ensure compliance</li> <li>• Held Pre-bid meetings for all contracts with M/WBE Subcontractor Utilization goals which included an explanation of the program and how to complete Schedule B</li> </ul>	

AGENCY	INITIATIVES
<b>Housing Preservation and Development (HPD)</b>	<ul style="list-style-type: none"> <li>• Encouraged firms already doing business with the agency to certify, especially those pre-qualified with the Division of Maintenance</li> <li>• Advertised bid notices in Minority Commerce Weekly</li> <li>• Contacted certified firms to inform them about subcontracting opportunities via phone and e-mail</li> <li>• Participated in workshops to inform M/WBEs about City procurement policies</li> <li>• Hosted HPD Workshops for certified firms every other month, including Lead Law 101 Certification, Safe Work Practices and Upcoming HPD Opportunities</li> <li>• Promoted HPD's contractor training program at CUNY colleges to M/WBEs and LBES</li> <li>• Increased solicitation of M/WBEs for micro and small purchases</li> <li>• Created a list of all City-certified M/WBEs that are on the OGS IT Services 'backdrop' contract for use in the IT division when soliciting for services</li> <li>• Participated in events with targeted outreach to M/WBEs, including the US Dept. of Commerce MBDA Procurement Matchmaker, Regional Alliance of New York's Contractor Networking event, Citywide Procurement Fair, and The Competitive Edge</li> <li>• Met with bidders on the HPD Demolition panel to explain LL129 and M/WBE participation and invited SBS to pitch certification for potentially eligible firms</li> <li>• Encouraged certification by providing information on the HPD website concerning eligibility for certification and a link to the SBS website</li> <li>• Supported M/WBEs and small businesses to do business with the City by providing comprehensive information, links, and other resources on Selling to Government</li> <li>• Worked with SBS to help develop and implement the new Construction Loan Mobilization and Citywide Mentorship programs</li> <li>• Held Pre-bid meetings for all contracts with M/WBE Subcontractor Utilization goals which included an explanation of the program and how to complete Schedule B</li> </ul>
<b>Human Resources Administration (HRA)</b>	<ul style="list-style-type: none"> <li>• Advertised all formal solicitations in Minority Commerce Weekly</li> <li>• Encouraged vendors already doing business with the agency to get certified</li> <li>• Participated in events with targeted outreach to M/WBEs, including the Annual Citywide Procurement Fair (sent several buyers to participate in the networking sessions), National Minority Supplier Development Council's conference, and The Competitive Edge</li> <li>• Increased solicitation of M/WBEs for micro and small purchases: the MIS unit continues to make efforts to solicit M/WBEs for micro, small purchases, and intergovernmental contracts</li> <li>• Contacted SBS when conducting solicitations to request additional M/WBEs to include</li> <li>• Held Pre-bid meetings for all contracts with M/WBE Subcontractor Utilization goals which included an explanation of the program and how to complete Schedule B</li> <li>• Staff attended Procurement Training Institute sessions sponsored by SBS and MOCS</li> <li>• Participated in workshops to inform M/WBEs about City procurement policies, including 1 session of Strategic Steps for Growth (City Council/SBS/NYU program)</li> </ul>

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<b>Law Department</b>	<ul style="list-style-type: none"> <li>• Added M/WBE program information to agency website</li> <li>• Participated in events with targeted outreach to M/WBEs, including the Citywide Procurement Fair, the Hispanic Bar Association's networking event, and New York State Federation of Hispanic Chambers of Commerce's event</li> <li>• Staff attended Procurement Training Institute sessions sponsored by SBS and MOCS</li> <li>• Monitored agency performance with quarterly contract reports provided by SBS</li> <li>• Increased solicitation of M/WBEs for small and micro purchases</li> <li>• Added M/WBEs to the appropriate department bidders list whenever an MWBE contacted Law Dept to introduce its firm</li> <li>• ACCO sent notice of bid opportunities for procurements over \$100K to all relevant MWBEs who requested to be on DOL's bidders list</li> <li>• ACCO undertook project to identify expert witnesses retained by Law Department that were potentially eligible for MWBE certification, and encouraged them to certify</li> <li>• Participated in workshops to inform M/WBEs about City procurement policies, including 1 session of Strategic Steps for Growth (City Council/SBS/NYU program)</li> </ul>	
<b>NYC Economic Development Corporation (NYCEDC)</b>	<ul style="list-style-type: none"> <li>• Encouraged vendors already doing business with the agency to certify</li> <li>• Contacted SBS when conducting solicitations to request additional M/WBEs to include</li> <li>• Hosted workshops to inform M/WBEs about IT and media opportunities through Gov 2.0 Tech Forums - events in FY2010 and FY2011</li> <li>• Participated in events with targeted outreach to M/WBEs, including the Citywide Procurement Fair (participated on the Planning Committee and sent several buyers for the networking session), Regional Alliance for Small Contractors Clearinghouse, NYPA Annual Purchasing Exchange, Annual Queens Business &amp; Procurement Expo, NYPA Women in Business Annual Conference, Bronx Business Opportunities Expo, LICBDC's Business to Business Trade Show, GC Bluebook Showcase, Brooklyn Small Business &amp; Procurement Expo, and the 2011 M/WBE Forum</li> <li>• Completed email blasts throughout the year to certified M/WBEs to join the NYCEDC's Vendors List</li> <li>• Hosted special meetings to inform M/WBE vendors about upcoming NYCEDC projects</li> <li>• Made it easier for M/WBEs and small businesses to do business with NYCEDC by posting solicitations on agency website, including the M/WBE goals</li> <li>• Discussed and provided information about LL129 and the MWBE program at the pre-bid/pre-proposal meetings</li> <li>• Started and maintained M/WBE Task Forces to engage M/WBE community in major projects initiated by NYCEDC like Willets Point</li> <li>• Provided debriefings to M/WBEs who requested it after unsuccessful bids/proposals</li> <li>• Met with M/WBE firms on one-on-one basis</li> <li>• Added language to all solicitations encouraging M/WBE vendors to participate, whether subject to goals or not</li> <li>• Staff attended Procurement Training Institute sessions sponsored by SBS and MOCS</li> <li>• Provided monthly LL129 training to NYCEDC staff</li> <li>• Participated in workshops to inform M/WBEs about City procurement policies</li> </ul>	
<b>Office of Emergency Management (OEM)</b>	<ul style="list-style-type: none"> <li>• Participated in events with targeted outreach to M/WBEs, including the Citywide Procurement Fair</li> <li>• Increased solicitation of M/WBEs for micro and small purchases</li> <li>• Staff attended Procurement Training Institute sessions sponsored by SBS and MOCS</li> </ul>	
<b>Office of Management and Budget (OMB)</b>	<ul style="list-style-type: none"> <li>• Encouraged vendors already doing business with the agency to certify</li> <li>• Participated in events with targeted outreach to M/WBEs, including the Citywide Procurement Fair</li> <li>• Increased solicitation of M/WBEs for small and micro purchases</li> <li>• Staff attended Procurement Training Institute sessions sponsored by SBS and MOCS</li> </ul>	

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<p><b>Police Department (NYPD)</b></p>	<ul style="list-style-type: none"> <li>• Increased solicitation of M/WBEs for small and micro purchases</li> <li>• Coordinated with SBS to expand the pool of M/WBEs bidding/winning small purchases</li> <li>• Continued monitoring of micro and small purchases, bidding and awards to certified firms</li> <li>• Encouraged vendors already doing business with the agency to certify</li> <li>• Advertised in Minority Commerce Weekly</li> <li>• Participated in events with targeted outreach to M/WBEs, including the Citywide Procurement Fair, Asian Women in Business annual conference, Annual Queens Business &amp; Procurement Expo, Brooklyn Small Business &amp; Procurement Expo</li> <li>• Worked with M/WBEs that requested assistance with the procurement process, including one-on-one sessions</li> <li>• Offered unsuccessful bidders/proposers debriefings</li> <li>• Trained prime contractors about the program and instructed them on subcontracting goals at all pre-bid and pre-proposal conferences</li> <li>• Continued disseminating an agency brochure describing the contracting opportunities at the NYPD and how to go about identifying opportunities with the Department</li> <li>• Established an NYPD Vendor Assessment Committee to help direct interested vendors to the best liaisons for contract opportunities for the goods/services they provide</li> <li>• Staff attended Procurement Training Institute sessions sponsored by SBS and MOCS</li> <li>• Participated in workshops to inform M/WBEs about City procurement policies, including 2 sessions of Strategic Steps for Growth (City Council/SBS/NYU program)</li> </ul>	
<p><b>Small Business Services (SBS)</b></p>	<ul style="list-style-type: none"> <li>• Encouraged vendors already doing business with the agency to certify, including inviting SBS staff to attend vendor meetings to provide certification applications and instructions</li> <li>• Procurement staff notified vendors of expiration of M/WBE status and encouraged recertification</li> <li>• Encouraged Requirements Contract holders to subcontract work certified M/WBEs on SBS projects</li> <li>• Participated in events with targeted outreach to M/WBEs, including the Citywide Procurement Fair and The Competitive Edge Conference</li> <li>• Participated in workshops to inform M/WBEs about City procurement policies, including 1 session of Strategic Steps for Growth (City Council/SBS/NYU program)</li> <li>• Held unsuccessful-bidder/proposer debriefing sessions</li> <li>• Staff attended Procurement Training Institute sessions sponsored by SBS and MOCS</li> <li>• Increased solicitation of M/WBEs for micro and small purchases</li> <li>• Informed SBS of vendors who had incorrect/invalid contact information in Vendor Source and could not be contacted to receive notice of request for bid</li> <li>• Made it easier for M/WBEs and small businesses to do business with the City by posting solicitations on agency website</li> <li>• Monitored agency performance with quarterly contract reports provided by SBS</li> <li>• Held Pre-bid meetings for all contracts with M/WBE Subcontractor Utilization goals which included an explanation of the program and how to complete Schedule B</li> </ul>	