

CITY OF NEW YORK

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

Annual Report for Fiscal Year 2012

**Compliance Information covering July 1, 2011 – June 30, 2012
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 2012 (July 1, 2011– June 30, 2012). As per the New York City Administrative Code §6-129(l)1, 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 report, along with the [Agency Procurement Indicators Report](#) published by MOCS, summarizes 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. The report demonstrates that in FY 2012 the City and its agencies made substantial progress towards achieving citywide goals. The M/WBE program was signed into law in 2005 and is administered by SBS and MOCS. Since its passage, SBS has worked aggressively to expand opportunities for minority and women-owned firms by connecting them to a comprehensive range of programs that provide management training and other resources to help them navigate and compete in government procurement.

As the number of companies enrolled in the program continue to increase and more are available to bid and compete on contracts, so does the overall number and value of contracts won by minority and women-owned firms. The City's collective efforts have resulted in the awarding of more than \$3 billion in contracts to M/WBE firms to date.

State law requires a majority of contracts to be awarded to the lowest responsible and responsive vendor or on the basis of the best proposal submitted. Despite these limitations, the City continues to make great strides in contracting areas where agencies have most discretion and flexibility. These are contracts that are valued at less than \$100,000. During fiscal year 2012, M/WBE vendors obtained over 25% of the City's micropurchases, up from almost 20% in 2011. M/WBEs also obtained 29% of small purchases, up from 25% in 2011. For both types of purchases, City policy and rules strongly encourage agencies to seek out M/WBEs for enhanced opportunities.

Local Law 129 establishes aspirational goals for the participation of certified firms on contracts below a million dollars and for contracts that fall within certain industries. In FY12, the LL129 goals program covered \$389 million worth of prime contracts. Certified firms won \$78 million or 20% of these contracts. The LL129 program also covered \$104 million worth of subcontracts, of which M/WBEs won \$48.6 million or more than 46%.

In total, 881 M/WBE firms were awarded at least one contract or subcontract with City agencies inside and outside the LL129 goals program, which in total was valued at nearly \$530 million. Thus, around \$403 million of contracts and subcontracts went to M/WBEs certified by the City that are not counted toward the fulfillment of the LL129 goals program, indicating that

services provided by the City to certified M/WBEs are in fact generating substantial successes for M/WBEs that are not able to be credited toward the LL129 goals program.

Expanding the Base of Certified Firms

SBS continues to increase the participation of M/WBE firms in City contracting 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 review standards. 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>. On the site, a business can check on the license, permit, tax and incentive information needed to run a business in New York City. SBS also regularly conducts classes to educate small businesses on the certification process and application requirements. In FY 2012, SBS conducted 25 certification classes for 415 businesses.

Various community partners help extend the reach of SBS's certification outreach efforts. Businesses can rely on these organizations, including the City Council-funded community-based groups that comprise the M/WBE Leadership Association, and the SBS network of Business Solutions Centers located throughout the five boroughs, for assistance in applying for certification. These efforts ensure a higher quality application, making the submission and the certification review process easier and simpler. In FY 2012, SBS certified 579 new M/WBEs and recertified 443 M/WBEs, bringing the number of City-certified companies to 3,526. These community partners help support the business growth of M/WBEs with marketing workshops, networking events, and business development services. SBS also collaborated with local development corporations, trade associations, industry membership organizations and local chambers of commerce on more than 100 events during FY 2012 to spread the word about the benefits of certification and the range of capacity-building services available citywide to help businesses grow.

The City has also been working closely with the State of New York to make it easier for firms to certify by reducing the paperwork associated with dual submissions. In FY 2012, the City launched a "one-stop" application that allows qualified applicants to submit supporting documents just once to either certifying entity. Their application materials are then forwarded electronically to the State for consideration and vice-versa.

Selling to Government

SBS offers M/WBEs selling to government services that help them navigate the City's procurement system and provide them tools to compete and perform on contracting opportunities. Services are provided through a combination of workshops, courses and one-on-one assistance. To be effective, M/WBEs need to understand the City's procurement

regulations and maintain the most up-to-date information on their profile found on SBS' Online Directory of Certified Businesses (www.nyc.gov/buycertified) and in other City procurement systems to receive City contracting opportunities, especially for those under \$100,000 that are not widely advertised. In FY 2012, SBS worked with over 370 companies to help them understand the City's procurement process and to update their contact information and commodity codes. For M/WBEs, it is vital to find the agencies that buy their products and services and meet with those agency buyers. In FY 2012, SBS helped M/WBEs find the right opportunities by sending out solicitations to over 2,000 appropriate vendors. SBS and MOCS also hosted the Sixth Annual Citywide Procurement Fair at BNY Mellon, a networking event connecting nearly 500 M/WBEs firms with 300 buyers from 71 City and State agencies, authorities, and private-sector contractors and corporations.

In addition, 103 M/WBEs were provided assistance on responding to a contract opportunity by helping them understand the contract and bonding requirements. SBS also helped 60 M/WBEs submit payment paperwork and resolve payment issues with City agencies.

In FY 2012, more than 160 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 that provides firms with the basic concepts of government contracting. The second is offered quarterly and exclusively to newly-certified firms covering topics on finding, winning and managing City contracts. Agency buyers participate in these workshops and offer insight into navigating the City's procurement process, the products and services their agencies procure during sector-specific breakout sessions.

SBS also works with the City Council through the M/WBE Leadership Association to provide certified firms with more capacity-building services, including assisting with applying for loans and surety bonds, preparing bids and proposals, and marketing to both the public and private sector. In FY 2012, member organizations sponsored 122 events and hosted 1,092 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 2012, certified firms received nearly \$1.9 million in financing assistance with the help of NYC Business Solutions Centers, and were awarded over \$200,000 in training funds to improve the skills of their employees.

Program Expansion

This year, the City launched a new set of capacity building programs for Minority- and Women-Owned Business Enterprises (M/WBEs) and small businesses. Led by the Department of Small Business Services (SBS), “Compete to Win” is a set of services designed to help M/WBEs win more contracts with the City. Compete to Win consists of the following services:

NYC Teaming

In partnership with American Express OPEN, this program helps firms create partnerships that allow them to pursue new contracting opportunities. The program includes a series of workshops focused on joint venturing, marketing to partners, and presenting teamed firms to buyers, followed by a business matching event. The matching event helps businesses with complementary skills create partnerships and joint ventures to more effectively compete for contracts. To date, 325 businesses have attended workshops and matchmaking events. At least three companies have won contracts as part of a team following their participation in this program. These are just early indicators of the program’s potential impact.

Technical Assistance

This service provides workshops and one-on-one assistance to prepare firms to compete. Workshops provide an in-depth understanding of specific industry requirements and standards for the submission of bids and proposals. The one-on-one assistance provides firms with guidance for submitting bids and proposals for City contracts, as well as aiding unsuccessful bidders and proposers to improve their next submission. SBS has worked with several City Agencies, including Housing Preservation & Development, Parks & Recreation, Human Resources Administration and Citywide Administrative Services to help M/WBEs better submit bids and proposals. To date, SBS has met with 125 businesses to provide guidance on how to compete on City contracts.

Upfront Capital Loan (formerly NYC Construction Loan)

The Upfront Capital Loan initiative provides short-term loans from the New York Business Development Corporation and BOC Capital to M/WBE firms and small businesses. The initiative is designed to fund startup expenses such as labor, insurance, and equipment for small businesses awarded contracts with City agencies. In August 2012, the initiative expanded from five City agencies to over twenty. Eligible firms receive packaging assistance, pre-approval, and disbursement of funds once awarded a contract. To date, seven businesses have been pre-approved for nearly \$1 million in mobilization loans, and \$208,800 of that has been disbursed against awarded contracts.

Bond Readiness

The Bond Readiness service helps small businesses, including M/WBEs, secure surety bonds for City construction projects. Services available through this program include workshops on accounting and financial management, insurance requirements, safety management, and credit repair. One-on-one financing assistance is also available to help with bookkeeping, application packaging, and referral to appropriate surety companies. 63 certified firms have received one-

on-one guidance that will increase their ability to secure a bond and the first group of companies to attend classroom instruction will begin in October.

NYC Construction Mentorship

NYC Construction Mentorship provides certified construction firms with greater access to City construction opportunities, a customized growth plan developed with a construction management firm, management classes, and on-the-job training services for contract winners. Businesses can currently pre-qualify for contracts with the Department of Housing Preservation & Development (HPD), and the Department of Parks & Recreation. 59 businesses have applied for this service and in October the first group of companies will begin attending classroom instruction. In May, HPD began awarding contracts through this service and to date, twelve M/WBEs have won contracts.

Corporate Alliance Program

Launched in February 2011, the Corporate Alliance Program (CAP) is a set of programs created in partnership with twelve corporate partners to help minority and women-owned firms grow. The initiative is designed to connect certified M/WBEs with contracting and capacity-building opportunities in the private sector. The various programs, including the CAP/Columbia University Construction Mentorship Program, a Corporate Coaching Program, and Navigating the Corporate Supply Chain, offer workshops, one-on-one coaching with a senior executive from a corporation, opportunities to network with the partners and to possibly win exclusive contracts with large corporations, and more. Becoming a supplier to a large corporation adds credibility and stability to a small business while increasing revenue. It also helps strengthen supplier-diversity programs at leading institutions in the City. Participating organizations include Accenture, American Express, AXA Equitable, BNY Mellon, Citi, Colgate-Palmolive, Columbia University, Con Edison, Credit Suisse, Goldman Sachs, IBM and National Grid. To date, 58 graduates have won over \$93 million in City of New York and Columbia University contracts.

Strategic Steps for Growth

Strategic Steps for Growth is a nine-month executive education program, designed for M/WBEs, offered by the New York City Department of Small Business Services and the NYU Leonard N. Stern School of Business, Berkley Center for Entrepreneurship & Innovation. The program provides certified firms with a new professional network, including business experts, university professors, and other business owners, and offers support for every aspect of business operations as well as a focus on capacity-building for City and government contract opportunities. Participants learn the strategic skills needed to run a growing company, and create a custom, three-year growth plan. Since the program began in 2010, and based on self-reported data conducted through an annual survey, 41 M/WBE graduates have collectively secured \$1.9 million in new financing (includes loans and lines of credit), created 240 new jobs and won more than \$64 million in government (City, state and federal) contract awards from January 2010 through December 2011. In the second half of FY 2012 (January through June, 2012), these graduates were awarded an additional \$2.1 million in City contracts.

Marketing and Outreach Efforts

To spread the word about these new programs, the City launched an extensive marketing campaign to inform and educate the minority and women-owned business community, as well as community based-organizations, chambers, and faith-based organizations. SBS conducted over 100 outreach meetings on the Compete to Win program and ran newspaper ads over a period of two months promoting each of the services in the Amsterdam News, El Diario, Korean Times, Our Times Press, and several other community and ethnic newspapers. SBS also launched an ad on WWRL Radio, a popular morning show that reaches an African American audience. In addition, Deputy Mayor Holloway appeared on a segment on *Tiempo*, a WABC-TV program that features news worthy segments geared to the Hispanic community.

The City also conducted a number of stakeholders' briefings at City Hall with union leaders, trade organizations, prime contractors, and MWBE advocacy groups. Bus shelter ads were also strategically placed in certain neighborhoods based on data indicating where MWBE businesses are registered. Further, Deputy Mayor Holloway and his staff have met with over a dozen Council members to brief them and their staff on the benefits of the Compete to Win initiatives.

Improved Procurement Process and Compliance

To ensure that all agency staff that are responsible for purchasing decisions are familiar with the M/WBE program and their agency's goals, the City requires mandatory training for agency buyers on how to locate qualified certified firms. In FY 2012, SBS conducted Train-the-Trainer sessions for 50 M/WBE officers and executive staff from 27 agencies to learn about program requirements and best practices. Following these sessions, agency M/WBE officers and liaisons from these agencies conducted training sessions for over 600 agency staff. M/WBE officers will continue to conduct trainings on an ongoing basis for additional staff that make purchasing decisions for their agency.

Throughout FY 2012, SBS held regular agency training sessions for 137 procurement staff from 27 city agencies and other authorities at the City's Procurement Training Institute (PTI). The topics included LL129 implementation, strategies to identify M/WBEs for contract opportunities, enhancing M/WBE procedures for contracts under \$100,000, and sharing information across agencies to expand the network of buyers that work together to improve program results.

Holding Agencies Accountable

SBS publishes an annual Citywide Progress Report for agency chief contracting officers and M/WBE liaisons. The progress report details agency performance inside and outside of LL 129 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 also conducts an annual audit of 5% of prime contracts with target subcontracting percentages and 5% of subcontracts awarded to M/WBE firms. In addition, SBS reviews findings from completed audits to ensure ongoing resolution of issues. For the FY 2010 M/WBE Compliance Audit, 16 prime contracts awarded with subcontracting goals and 17 subcontracts awarded under these prime contracts were reviewed for LL 129 compliance. The audit showed that agencies have enhanced their compliance monitoring and tracking of prime contractors working on these contracts. A compliance audit is currently underway for contracts awarded in FY 2011. In January 2013, SBS will begin an audit on a sample of prime contracts with subcontracting goals awarded in FY 2012.

Under LL129, each agency’s M/WBE Officer is responsible for monitoring the agency’s procurement activities to ensure compliance with its utilization plan and progress towards the participation goals as established in such plan (NYC Administrative Code § 6-129(f)(ix)). In an effort to ensure that all prime contractors on construction and professional services contracts are aware of LL129 subcontracting requirements, M/WBE officers or their designees are required to attend all pre-bid meetings for contracts that contain M/WBE subcontracting goals.

Qualified Joint Venture Agreements

During FY 2012, certified M/WBEs participated in 4 qualified joint venture agreements, in which the percentage of profits to the M/WBE vendor exceeded 25% of the total profit. The Joint venture contracts were awarded in one industry, Professional Services. Of those contracts, none were within LL129 goal categories for prime contracting. However, all of these are subject to LL129 subcontracting goals. The table below is a summary of qualified joint venture contracts. Two of them were awarded to Joint Ventures for which both partners were certified M/WBEs.

Industry	Total Dollar Value	Number of contracts	Ethnicity	Value to M/WBE	Percent
Professional Services (Architecture / Engineering)	\$1,218,660.16	1	Asian	\$731,196.10	60%
Professional Services (Architecture / Engineering)	\$2,477,156.00	1	Asian	\$1,610,151.40	65%
Professional Services (Architecture / Engineering)	\$7,174,627.62	1	Black	\$2,367,627.11	33%
			Asian	\$4,807,000.51	67%
Professional Services (Architecture / Engineering)	\$1,038,005.70	1	Asian	\$519,002.85	50%
			Asian	\$519,002.85	50%

Locally-based Enterprise Program

During FY 2012, SBS certified 26 firms as Locally Based Enterprises (LBE), bringing the total number of LBE certified firms to 67. When first established, the LBE program was designed to promote the growth of small construction firms through greater access to contracting opportunities with the City. Generally, the program requires agencies to utilize LBEs as prime

or subcontractors on specific construction contracts. However, the number of contracts subject to the LBE program has substantially decreased in recent years due to applicable goal setting programs from the City, State and federal government. Under the LBE program rules, contracts are excluded from the program if they are federally or State funded and goal programs apply. Federal construction is generally subject to the Disadvantaged Business Enterprise program and State contracts are subject to various requirements, including Article 15-A of the New York State Executive Law. As many City construction contracts are federally and State funded and subject to subcontracting goals under those programs, they are not covered by LBE. With the enactment of Local Law 129, M/WBE subcontracting goals are now applied to City funded construction contracts. With the support of the Council, we have worked to ensure that M/WBE goal requirements are attached to these contract opportunities. Accordingly, this further limits the applicability of the LBE requirements. Many of our LBEs are also certified as minority or woman-owned companies and can be considered for targeted subcontracting opportunities on City construction projects. Over the past six fiscal years, certified LBEs won nearly \$142 million in prime and subcontract awards.

Efforts to Reduce or Eliminate Barriers to Competition

Since the implementation of the M/WBE program, the City has undertaken a number of 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. These include the raising of the bond threshold from \$500,000 to \$1 million dollars in FY 2011 to help expand the universe of contractors who can compete for City construction contracts and to reduce the cost of their bids. More recently, the City launched a bond readiness service to help firms secure surety bonds for larger City construction projects.

In July 2012, Deputy Mayor Holloway created the NYC Construction Mentorship Advisory Panel, comprised of private developers, minority and women-owned businesses, advocates, and government officials. The goal of the Panel is to ensure that Compete to Win's NYC Construction Mentorship program effectively addresses the needs of M/WBE construction companies who are participating in City procurement, and to help recruit more M/WBEs into the program.

To help make it easier to 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. SBS continues to assist companies in expediting their payment requests from prime contractors and City agencies. To reduce the need for such intervention, SBS provides training on proper submission of payment requisitions and assists firms with their initial submission.

Conclusion

Since the implementation of Local Law 129 began, SBS and MOCS have continuously worked to improve the City's program. Together, the agencies have built a program that provides customer service to certified firms, prime contractors, and agency and corporate buyers. We have also increased accountability and transparency by publishing agency progress reports detailing performance and efforts to increase M/WBE utilization. The launch of Compete to Win capacity building services will further expand opportunities for M/WBE firms.

While much remains to be done, the City has made substantial 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 to Improve M/WBE Performance

AGENCY	INITIATIVES
Administration for Children's Services (ACS)	<ul style="list-style-type: none"> • Staff attended Procurement Training Institute sessions sponsored by SBS and MOCS • Encouraged firms already doing business with the agency to get certified, including firms that attended Pre-bid/proposal conferences, and calling vendors to inform them about certification and referring them to SBS • Participated in events with targeted outreach to M/WBEs, including the Citywide Procurement Fair and Asian Women in Business annual conference • Participated in workshops and provided specific information about doing business with the City • Conducted training sessions for specific procurement staff to help increase their knowledge of the M/WBE Program, including the Online Directory
Department for the Aging (DFTA)	<ul style="list-style-type: none"> • Increased solicitation of M/WBEs for micro and small purchases • Held meetings with DFTA senior staff to encourage contracting with MWBE vendors • Staff attended Procurement Training Institute sessions sponsored by SBS and MOCS • Continued quarterly reviews of M/WBE utilization • Encouraged all inquirers seeking contract opportunities to register with SBS or partner with an M/WBE • Discussed M/WBE related items and activities in all procurement meetings • Designated additional staff to review and monitor M/WBE program items • Posted M/WBE program information on DFTA's website
Department of Buildings (DOB)	<ul style="list-style-type: none"> • Staff attended Procurement Training Institute sessions sponsored by SBS and MOCS • Hosted M/WBE training for P-card holders • Encouraged certification, including calling eligible vendors already doing business with the agency • Participated in events with targeted outreach to M/WBEs, including the Citywide Procurement Fair • Conducted one-on-one meetings with M/WBE vendors when requested • Incorporated processes which made staff accountable and ensured that M/WBEs were solicited • Solicited quotes from M/WBE vendors listed on NYS OGS and GSA contracts

AGENCY	INITIATIVES
Department of Citywide Administrative Services (DCAS)	<ul style="list-style-type: none"> • Formed an internal M/WBE advisory board to provide DCAS perspective from business owners and advocates • Participated in an information session at Medgar Evers College on how to become certified and learn about contracting opportunities • Held pre-bid/proposal conferences for all contracts with M/WBE subcontractor utilization goals, which included an explanation of the program and how to complete Schedule B • Enhanced the “Doing Business with DCAS” website to include sections where vendors can view bid openings occurring in the next 30 days, bid results, recent awards, and current solicitations with M/WBE subcontracting goals. The website also feature plan holders lists, bid results, recent awards, and most frequently asked questions • Participated in events with targeted outreach to M/WBEs, including the Citywide Procurement Fair, New York State’s M/WBE Forum, Annual Queens Business & Procurement Expo, Brooklyn Small Business & Procurement Expo, and “The New Agenda” forum • Participated in workshops to inform M/WBEs about City procurement policies, including one session for Strategic Steps for Growth
Department of Correction (DOC)	<ul style="list-style-type: none"> • Encouraged vendors already doing business with the agency to certify • Increased solicitation of M/WBEs for small and micro purchases • Staff attended Procurement Training Institute sessions sponsored by SBS and MOCS • Conducted staff training and one-on-one meetings on M/WBE initiatives • 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 • Conducted face-to-face pre-award meetings with all prime vendors that had contracts with subcontractor utilization plans to discuss subcontractor requirements • Referred prime contractors to SBS for assistance in locating M/WBE subcontractors • Participated in events with targeted outreach to M/WBEs, including the Citywide Procurement Fair • Informed SBS of situations where an M/WBE wins a contract and then fails to deliver • Reached out to non-responsive M/WBEs with regard to micro and small purchases • Participated in workshops to inform M/WBEs about City procurement policies, including one session of "I'm Certified, Now What"

AGENCY	INITIATIVES
<p>Department of Design and Construction (DDC)</p>	<ul style="list-style-type: none"> • Provided on-going training for agency procurement and other unit personnel • Staff attended Procurement Training Institute sessions sponsored by SBS and MOCS • Increased solicitation of M/WBEs for small purchases • Encouraged vendors already doing business with the agency to certify • 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 • Continued posting M/WBE program information and link to SBS info on agency website • Continued posting M/WBE goals for specific projects on website • Participated in workshop to inform M/WBEs about City procurement policies • Participated in events with targeted outreach to M/WBEs, including the Citywide Procurement Fair, Regional Alliance’s Contractor Networking event, Professional Women in Construction, Annual Queens Business Procurement Expo, Asian Women in Business annual conference • Attended pre-bid meetings for all contracts with M/WBE subcontractor utilization goals which included an explanation of the MWBE program requirements and how to complete Schedule B • Monitored contractor compliance with utilization plans for contracts with M/WBE goals • Provided assistance to M/WBE sub-contractors with payment and other issues on agency projects • Worked with SBS to implement the Construction Loan Mobilization program
<p>Department of Environmental Protection (DEP)</p>	<ul style="list-style-type: none"> • Encouraged prime and sub vendors already doing business with the agency to get certified • Conducted meetings with field reps to discuss program issues and aid implementation • Held Prevailing Wage meetings with Resident Engineers on M/WBE program info • Updated micro and small purchase buyers regularly on M/WBE firms to solicit • Increased solicitation of M/WBEs for micro and small purchases • 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 & 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 & Procurement Expo, and the 2011 M/WBE Forum • Participated in workshops to inform M/WBEs about City procurement policies • Conducted in house workshops to inform MBE/WBEs of how to do business with DEP on Small, micro and competitive bid contracts as a prime contractor and as a subcontractor. • Provided M/WBE contractors with views of their public information as listed in various City systems to assist firms with updating their business information for accuracy • Provided assistance to M/WBE sub-contractors with payment and other issues • 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 • To ensure contract compliance, audited 4 contracts per week to check for issues with meeting M/WBE goals or not paying prevailing wages • Hosted targeted M/WBE networking event and training session where guest speakers talked about M/WBE programs

AGENCY	INITIATIVES
<p>Department of Environmental Protection (DEP)</p> <p><i>continued</i></p>	<ul style="list-style-type: none"> • Worked with SBS to implement the Construction Loan Mobilization and Citywide Mentorship programs • Conducted an analysis of P-card purchases to make sure that M/WBE firms are getting a fair share of the activity as a result of this purchasing mechanism. • Monitored M/WBE participation through an automated system (Procurement and Contract Tracking (PACT)) so that everyone in the DEP system can be aware of the particular M/WBE goals and attainments both on a contract by contract basis and for overall tracking purposes • Assisted in the formation of an M/WBE advisory committee, consisting of outside resources who represent various interests in the M/WBE contracting community, to assist DEP in developing additional methods for including M/WBE firms in DEP procurements
<p>Department of Finance (DOF)</p>	<ul style="list-style-type: none"> • Increased solicitation of M/WBEs for micro and small purchases • Encouraged vendors already doing business with the agency to certify • Monitored agency performance with quarterly contract reports provided by SBS • Participated in targeted outreach events, including the Citywide Procurement Fair • Encouraged prime contractors to search for and hire M/WBE subcontractors • Staff attended Procurement Training Institute sessions sponsored by SBS and MOCS • Promoted M/WBEs by referring them directly to the units that utilize their services
<p>Department of Health and Mental Hygiene (DHMH)</p>	<ul style="list-style-type: none"> • Engaged in outreach activities and encouraged vendors doing business with the agency to certify • Trained agency staff on M/WBE initiatives • Required P-card holders to use M/WBEs • Participated in events with targeted outreach to M/WBEs, including the Citywide Procurement Fair • Made M/WBE program info available to prospective MWBEs at agency locations and/or online via the agency's website.
<p>Department of Homeless Services (DHS)</p>	<ul style="list-style-type: none"> • Encouraged vendors already doing business with the agency to certify • Assisted contractors in identifying certified M/WBE subcontractors • Increased solicitation of M/WBEs for micro and small purchases • Required Purchasing staff to reach out to M/WBE firms for all purchases under \$5,000 including P-Card purchases • Held a series of internal meetings with senior management, and other program and procurement staff to reinforce LL129 and its procedural requirements • Participated in events with targeted outreach to M/WBEs, including Annual Citywide Procurement Fair • 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 • Distributed copies of the attendance log to pre-bid conference attendees to facilitate communication between prime and sub contractors

AGENCY	INITIATIVES
Department of Information Technology and Tele-communications (DOITT)	<ul style="list-style-type: none"> • Encouraged firms already doing business with the agency to get certified, especially firms on the NYS OGS IT Services contract • 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 • Staff attended Procurement Training Institute sessions with SBS and MOCS • Conducted M/WBE presentations at meetings for executive staff • Increased solicitation of M/WBEs for micro and small purchases • Scheduled debriefings with losing bidders to help identify issues in proposed bid documents • Included links to SBS website and utilization information • Utilized the Online Directory to create mailing list for outreach to M/WBE vendors • 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
Department of Parks and Recreation (DPR)	<ul style="list-style-type: none"> • Made certification applications available in the area where vendors pick up bid documents • Encouraged vendors already doing business with the agency to certify • Participated in events with targeted outreach to M/WBEs, including the Citywide Procurement Fair (sending several buyers for the networking sessions) and the Compete to Win – Technical Assistance with Small Business Services. • Participated in workshops to inform M/WBEs about City procurement policies, Increased solicitation of M/WBE firms for Micro and small purchases • Conducted quarterly meetings with procurement staff to monitor M/WBE utilization • Developed enhanced measures for encouraging and monitoring prime contractor compliance with M/WBE Subcontractor Utilization Plans • Developed new forms and procedures for tracking M/WBE participation and actual payments to M/WBE subcontractors • Staff trained regularly on M/WBE issues • Referred prime contractors to SBS for assistance in locating M/WBE subcontractors • Provided prime contractors with assistance in identifying M/WBE subcontractors • Provided assistance to M/WBE sub-contractors with payment and other issues on agency projects • 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 • Helped M/WBE firms be more competitive by conducting losing bidder/proposer debriefings • Worked with SBS to implement the Construction Loan Mobilization and citywide construction mentorship programs • Issued a Request for Qualifications in connection with establishing a Prequalified List of contractors for non-complex site work, which offers M/WBE firms significant contracting opportunities • Hired a full time program manager to administer and monitor the agency’s Capital DMWBE expenditures and operations, as well as to serve as the liaison with M/WBE firms, majority firms, and DPR residents on all LL129 matters • Implemented a process to confirm directly with subcontractors that prime payments are made accordingly

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Department of Probation (DOP)	<ul style="list-style-type: none"> • Increased solicitation of M/WBEs for micro and small purchases • 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 • Displayed and distributed SBS pamphlets that explain how M/WBE vendors can get certified • Included language in RFP's and solicitations on how M/WBE vendors can get certified • Conducted one on one meeting with vendors to explain the benefits and how to become certified M/WBE vendors. • Required staff to illustrate that M/WBE vendors were solicited whenever a non-MWBE vendor is selected. If not, approval for that procurement is denied • Solicited quotes from M/WBE contractors listed on OGS and GSA contracts whenever possible • Participated in events with targeted outreach to M/WBEs, including the Citywide Procurement Fair and "I'm Certified Now What" workshops
Department of Sanitation (DSNY)	<ul style="list-style-type: none"> • Mailed certified M/WBEs an invitation to bid on all bids and RFPs over \$1 million • Shared DSNY collected vendor information with other city agencies • Advertised in minority publications, including Minority Commerce Weekly • Contacted winning bidders to encourage them to certify and/or work with M/WBE suppliers and subcontractors • Required that all small and micro purchases go through a procedural checklist to be submitted to the ACCO office for tracking • Followed up on contacts from networking events by forwarding their information to buyers across the agency • Participated in events with targeted outreach to M/WBEs, including the Citywide Procurement Fair, Asian Women in Business Procurement Conference, Annual Queens Business & Procurement Expo, and Brooklyn Small Business & Procurement Expo. • Participated in workshops to inform M/WBEs about City procurement policies, including sessions of "I'm Certified, Now What", and a presentation conducted by LaGuardia Community College's Procurement Technical Assistance center • Continued one-on-one meetings with M/WBE firms that staff met at various outreach events or via e-mail invitations the agency sends out regularly • Encouraged bid follow-up meetings as appropriate to ascertain the reason(s) that no M/WBEs bid, and to encourage losing vendors to find out the winning bid • Followed up on non-responsive M/WBEs by forwarding findings to SBS • Informed SBS of situations where an M/WBE who wins a contract fails to deliver • Held Pre-bid, Pre-Award, and Kick off meetings for all contracts with M/WBE Subcontractor Utilization goals which included an explanation of the program and how to complete Schedule B, and assist potential/winning vendors with Local Law 129. • Staff attended Procurement Training Institute sessions sponsored by SBS and MOCS and annual internal session sponsored by ACCO office • Conducted annual training for bureau contracting staff

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<p>Department of Transportation (DOT)</p>	<ul style="list-style-type: none"> • Participated in events with targeted outreach to M/WBEs, including the Citywide Procurement Fair, Professional Women in Construction, US Dept. of Commerce Minority Business Development forum, Asian Women in Business Procurement Conference, Annual Queens Business & Procurement Expo, General Services Administration (GSA) seminar, Brooklyn Small Business & Procurement Expo, Staten Island Business Development conference and project-specific events with DBE goals • Participated in workshops to inform M/WBEs about City procurement policies, including a session of "I'm Certified, Now What" • Encouraged small purchase buyers to reach out to SBS to identify M/WBE vendors • Encouraged DBE vendors to certify with the City as M/WBEs and vice versa • Encouraged firms already doing business with the agency to certify • Advertised solicitations in minority publications, including the Amsterdam News, Minority Commerce Weekly, and El Diario • Continue to distribute the Vendor's Guide to doing business with the agency at events and agency locations • 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 • Staff attended Procurement Training Institute sessions sponsored by SBS and MOCS • Increased solicitation of M/WBEs for micro and small purchases • Encouraged M/WBE vendors to enroll in the P-Card program • Helped M/WBE firms to be more competitive by conducting losing bidder/proposer debriefings • Informed SBS of situations where an M/WBE wins a contract and then fails to deliver • 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 • 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 • Worked with SBS to help develop and implement the new Construction Loan Mobilization program
<p>Financial Information Services Agency (FISA)</p>	<ul style="list-style-type: none"> • Encouraged NYS OGS and General Services Administration vendors that responded to intergovernmental bids to become City-certified • Participated in events with targeted outreach to M/WBEs, including the Citywide Procurement Fair, and provided information on IT products that FISA purchases or maintains • Staff attended Procurement Training Institute sessions sponsored by SBS and MOCS • Conducted internal trainings for procurement staff • Updated 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 • Updated the staff manual titled 'Online Directory Navigation' to find M/WBE vendors for the products and services the agency buys most frequently • Discussed MWBE requirements and participation in procurement discussions with agency executives

AGENCY	INITIATIVES
Fire Department (FDNY)	<ul style="list-style-type: none"> • Encouraged eligible vendors to apply for certification, and join pre-qualified bidders list • Provided opportunities to vendors through the FDNY website, solicitations, and participation at various networking events • Included language in RFPs and invitations to bid requiring potential bidders/proposers to consult directories of certified M/WBE firms • Submitted contracts valued over \$10 million to City Chief Procurement Officer to determine if they can be divided into small contracts. • Reduced the scope and size of contracts when planning procurements, to enable M/WBEs with less capacity the chance to compete on more solicitations • Conducted quarterly meetings with procurement staff to monitor M/WBE utilization • Conducted quarterly meetings with M/WBEs to discuss FDNY's requirements for bids/proposals • Created a database to track M/WBE utilization and share information within agency • Participated in events with targeted outreach to M/WBEs, including Citywide Procurement Fair, Asian Women in Business conference, and other related conferences • Staff attended Procurement Training Institute sessions sponsored by SBS and MOCS • Required buyers and P-card users to reach out to SBS for assistance identifying M/WBE firms for upcoming solicitations and other procurement opportunities • Sponsored networking events between prime contractors and certified M/WBE subcontractor firms • Advertised solicitations in minority publications • Encouraged community organizations to provide a link to the FDNY Contracting Opportunities website • Promoted certification by providing information on the FDNY website concerning eligibility for certification and links to the SBS website
Housing Preservation and Development (HPD)	<ul style="list-style-type: none"> • Encouraged firms already doing business with the agency to certify, especially those pre-qualified with the Division of Maintenance • Advertised bid notices in Minority Commerce Weekly • Contacted certified firms to inform them about subcontracting opportunities via phone and e-mail • Participated in workshops to inform M/WBEs about City procurement policies • Hosted HPD Workshops for certified firms every other month, including Lead Law 101 Certification, Safe Work Practices and Upcoming HPD Opportunities • Promoted HPD's contractor training program at CUNY colleges to M/WBEs and LBEs • Increased solicitation of M/WBEs for micro and small purchases • 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 • 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 • 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 • Encouraged certification by providing information on the HPD website concerning eligibility for certification and a link to the SBS website • Supported M/WBEs and small businesses to do business with the City by providing comprehensive information, links, and other resources on Selling to Government • Worked with SBS to help implement the new Construction Loan Mobilization and Citywide Mentorship program

AGENCY	INITIATIVES
Human Resources Administration (HRA)	<ul style="list-style-type: none"> • Advertised all formal solicitations in Minority Commerce Weekly • Encouraged vendors already doing business with the agency to get certified • Increased solicitation of M/WBEs for micro and small purchases • Participated in events with targeted outreach to M/WBEs, including the Annual Citywide Procurement Fair, National Minority Supplier Development Council's conference, and The Competitive Edge conference • Contacted SBS when conducting solicitations to request additional M/WBEs • 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 • Staff attended Procurement Training Institute sessions sponsored by SBS and MOCS • Conducted debriefings for losing bidders and proposers • Provided bid results on HRA website
Law Department	<ul style="list-style-type: none"> • Included M/WBE program information on agency website • Participated in events with targeted outreach to M/WBEs, including the Citywide Procurement Fair, the Hispanic Bar Association, and the New York State Federation of Hispanic Chambers of Commerce • Increased solicitation of M/WBEs for small and micro purchases • Monitored agency performance with quarterly contract reports provided by SBS • Required agency staff to provide information about efforts to consider MWBE firms when seeking ACCO approval for a procurement • Provided instructions for Law Department staff to search for MWBE firms and posted resources on the agency intranet • ACCO sent notice of bid opportunities for procurements over \$100K to all relevant MWBEs who requested to be on DOL's bidders list • Participated in workshops to inform M/WBEs about City procurement policies, including a session of Strategic Steps for Growth
Office of Management and Budget (OMB)	<ul style="list-style-type: none"> • Encouraged vendors already doing business with the agency to certify • Participated in events with targeted outreach to M/WBEs, including the Citywide Procurement Fair • Increased solicitation of M/WBEs for small and micro purchases • Staff attended Procurement Training Institute sessions sponsored by SBS and MOCS

AGENCY	INITIATIVES
<p>Police Department (NYPD)</p>	<ul style="list-style-type: none"> • Increased solicitation of M/WBEs for small and micro purchases • Continued monitoring of micro and small purchases, and the bidding and awards to certified firms • Encouraged vendors already doing business with the agency to certify • Created a Compliance Unit within the ACCO's Office to monitor all contracts with MWBE components and to ensure compliance • Developed a database to track and monitor M/WBE contract compliance • Held debriefings with losing bidders, and provided instructions on how to request, through FOIL, to get copies of winning bids or proposals • Advertised in minority publications • Participated in events with targeted outreach to M/WBEs, including the Citywide Procurement Fair • Established a Vendor Assessment Committee where firms, including MWBEs, could introduce their products or services to the Department • Worked with M/WBEs that requested assistance with the procurement process, and assisted prime contractors in identifying M/WBEs through one-on-one sessions • Trained prime contractors about the program and instructed them on subcontracting goals at all pre-bid and pre-proposal conferences • Continued disseminating an agency brochure describing the contracting opportunities at the NYPD and how to go about identifying opportunities with the Department • Staff attended Procurement Training Institute sessions sponsored by SBS and MOCS • Participated in workshops to inform M/WBEs about City procurement policies, including 2 sessions of Strategic Steps for Growth
<p>Small Business Services (SBS)</p>	<ul style="list-style-type: none"> • Encouraged vendors already doing business with the agency to certify • Procurement staff notified vendors of expiration of M/WBE status and encouraged recertification • Encouraged Requirements Contract holders to subcontract work to certified M/WBEs on SBS projects • Participated in events with targeted outreach to M/WBEs, including the Citywide Procurement Fair and The Competitive Edge Conference • Participated in workshops to inform M/WBEs about City procurement policies, including one session of Strategic Steps for Growth • Held unsuccessful-bidder/proposer debriefing sessions • Staff attended Procurement Training Institute sessions sponsored by SBS and MOCS • Increased solicitation of M/WBEs for micro and small purchases • Informed SBS of vendors who had incorrect/invalid contact information in Vendor Source • Made it easier for M/WBEs and small businesses to do business with the City by posting solicitations on agency website • Monitored agency performance with quarterly contract reports provided by SBS • 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