



# BEXAR COUNTY

## Disparity and Availability Study

# 3

VOLUME

# BEST MANAGEMENT PRACTICES

FINAL REPORT | DECEMBER 2011  
Submitted by: Mason Tillman Associates, Ltd.



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# ***BEST MANAGEMENT PRACTICES***

## ***I. BEST MANAGEMENT PRACTICES REVIEW***

### ***A. Introduction***

The purpose of this chapter is to analyze best management practices currently being employed by the Bexar County SMWBE Program (County) and compare them to practices of comparable agencies. The purpose is to determine how the exemplary practices that the County employs to maximize the utilization of small, minority, and women-owned business enterprises (SMWBEs) compare to comparable agencies. It is notable that the County has demonstrated through the Study findings that phenomenal M/WBE participation has been achieved during the study period without MWBE goals.

### ***B. Methodology***

The County's procurement practices that seek to reduce the barriers that SMWBEs encounter in doing business with the County were inventoried. Research was undertaken to identify agencies recognized with exemplary programs to reduce barriers to minority and woman-owned business utilization. Three agencies were identified through internet research utilizing various search engines seeking information on progressive, innovative, and successful minority and business enterprise programs.

## ***II. SMWBE PROGRAM BEST MANAGEMENT PRACTICES***

The list of County exemplary practices was derived from its website, SMWBE Program materials, and the SMWBE Program's FY 2010-2012 Strategic Plan. The highlights and milestones of the SMWBE Program since its inception in 1992 are provided in Appendix A of this report. Table 1 presents a description of some of the cutting-edge best management practices currently being employed by the County and the proposed procurement initiatives described in the County's Strategic Plan:



**Table 1: Bexar County SMWBE Best Management Practices**

<b>BEXAR COUNTY SMWBE BEST MANAGEMENT PRACTICES</b>
<b>Current Practices</b>
Contract and Diversity Management System (B2Gnow software) - The software system is accessible to all County departments and contractors. The key features of the system includes: (a) enhanced online SMWBE Directory, with key-word search capabilities; (b) e-mail communication with contractors regarding compliance issues; (c) allows submission of contractors' monthly utilization reports; (d) automated tracking of SMWBE goals, automatic SMWBE verification of revenues, and expenditures; (e) tracking of SMWBE certification applications; and (f) flexible reporting capabilities
Aggressive outreach activities including contracting conference for SMWBEs, Meet the Project Managers for Bexar County Projects & Facilities seminar, and training programs on the elements of running a commercial construction business
SMWBE Program Advisory Committee which makes recommendations to the Commissioners Court on issues and policies concerning and impacting the SMWBE Program
Abatement of ad valorem property taxes on the value of new improvements to real property, tangible personal property, and inventory and supplies; applicants agree, when prudent, to divide contracted work and procurement opportunities into the smallest feasible portions to allow for maximum SMWBE participation.
Mentor/Protégé program that provides training courses for mentors where the larger mentor firms meet with their protégé regularly to review their business and actions plans and teach them how to market their company
Annual Vendor Fairs
Amicable partnerships with local trade and business associations
Routine County Staff trainings on SMWBE Program changes
Provide E-notifications for programs and events; and E-flyers with hotlinks to SMWBE Program on the County's website
Publish a quarterly newsletter
Promote cross marketing strategies with other entities and general contractors on private sector projects
Federal Contractors Assistance Program
Aggressive compliance and monitoring of County procurement, venues and funded entities opportunities
SMWBE development and training
Hosts County Commissioners' Precinct SMWBE training events
Hold round tables regarding procurement opportunities for contractors and resource providers
<b>FY 2010-2012 Strategic Plan Initiatives Not Yet Implemented</b>
Increase vendor participation on BidNet via aggressive outreach and strengthening relationships with partner agencies and organizations
Establish a Procurement Guideline manual profiling the Annual Small, Minority, Women



## BEXAR COUNTY SMWBE BEST MANAGEMENT PRACTICES

and Veterans Business Owners Conference entitled, “*How to Get in the Game & Stay in the Game.*”

Technology Program comprised of information technology professionals dedicated to the implementation and advancement of technology solutions that will improve service capabilities and business operations of SMWBEs.

Business Enterprise Center to provide business consulting, educational seminars, network access, and funding access services to SMWBEs. The Business Enterprise Center would provide training and conference room rentals, web services such as internet training, business development programs, and a procurement technology kiosk. Information on certification requirements for SMWBE, DBE, and HUB designations would also be included in the services offered at the Business Enterprise Center. ACCION Texas and the Small Business Administration would have satellite offices to provide start up loans and financing for SMWBEs.

Work with the County Public Information Officer and court offices to disseminate press releases and public service announcements to inform the media and community regarding the SMWBE Program

SMWBE Program Office to pursue quarterly interviews with local radio and television stations and partner with local business organizations to discuss opportunities for collaboration that will benefit SMWBEs

Draft a business development brochure and manual

### **III. MWBE PROGRAM ANALYSIS**

The procurement programs of the three public agencies identified as having exemplary MWBE practices were examined to determine best management practices for County adoption. The three agencies designated as having exemplary MWBE programs, as disclosed in the research, was based on either their utilization rate of MWBEs or their innovative best management practices. The three programs identified and compared to the County were:

- (1) New York State Minority and Women-owned Business Enterprise Program
- (2) State of Maryland, Minority Business Enterprise Program
- (3) Dallas/Fort Worth International Airport, Minority and Women-owned Business Program

#### **A. New York State MWBE Program**

The New York State Division of Minority and Women-Owned Business Development (DMWBD) Program’s stated policy is to encourage and assist state agencies to in engage



in contracting activities that result in the award of a fair share of state contracts to MWBEs.

On July, 15, 2010, former Governor David Patterson signed legislation that was touted as the most progressive MWBE Policy framework in the country.<sup>1</sup> The reformative legislative provides greater economic opportunities for MWBEs statewide.<sup>2</sup> The new law is aimed to establish a level playing field for MWBEs, while also encouraging MWBE participation in the management of assets held by state fiduciary-controlled entities. Table 2 below describes the current best management practices being employed by New York State to increase opportunities for MWBEs.

**Table 2: New York State MWBE Program Best Management Practices**

<b>NEW YORK STATE MWBE PROGRAM</b>	
<b>New MWBE Program Legislation</b>	
	Raises the cap on discretionary purchases that a state agency can award to MWBEs or small businesses from \$100,000 to \$200,000
	Require officials who have power to designate individuals to serve on governing bodies of State Authorities to consider the “prospective diversity of the members” of the entire board when making appointments
	Create guidelines regarding the selection of contractors for contracts not exceeding \$200,000, which permits solicitations to be entered into outside of the normal competitive process for contracts involving MWBEs, small businesses, or suppliers of goods or technology that are recycled or manufactured.
	Require authorities to designate senior staff to oversee its MWBE programs by developing procedures for notice of procurement opportunities to MWBE-focused trade groups and lists of MWBE firms and establishing other processes for setting goals consistent with the 2010 Disparity Study, including by breaking up contracts to increase opportunities
	Require each State Authority to increase MWBE compliance to a senior level staff position to focus on MWBE procurements and work force diversity to allow a level of oversight and coordination at a senior level
	Amends the definition of MWBEs to include a new personal net worth test for “51% owners” of such businesses allowing certification to those entities whose “51% owners” do not have a personal net worth exceeding \$3,500,000 (excluding certain assets).
	Require State agencies to consider the diversity practices of contractors submitting bids or proposals where each bid or proposal can be analyzed on an individual basis with the contractor’s diversity practices considered as only part of a wider consideration of several

<sup>1</sup> Press Release: *MWBE Coalition Celebrates the Passage and Signing of Historic New York State Minority- and Women-Owned Business Legislation - Legislation Represents the Most Progressive MWBE Policy Framework in the Country*, M/WBE Program Office, July 15, 2010.

<sup>2</sup> *A New Generation of MWBEs for New York State: A Summary and Analysis Of Recent New York State Legislation For Minority and Women Business Enterprises*; Bryant Burgher Jaffe & Roberts LLP, October 2010.



## NEW YORK STATE MWBE PROGRAM

factors when deciding to award or decline to award a bid or proposal

State fiduciary entities seek respectively qualified MWBEs for asset management, financial and professional service opportunities by developing reasonable goals for the utilization of such businesses

### Post-Award Best Management Practices

Offers access to Empire State Development and other financial assistance for established businesses, leveraging capital to achieve the best results at a lower cost

Offers the Minority and Women Revolving Loan Trust Fund Program that provides low-cost financial assistance to MWBEs that are unable to access traditional financial services.

Offers a Transportation Capital Assistance Program which provides government contractor loans from \$20,000 to \$500,000 to MWBEs and small business enterprises that have transportation-related government contracts under the New York State Department of Transportation

### Administrative Best Management Practices

Established a MWBE Executive Leadership Council (Council) and MWBE Corporate Roundtable (Roundtable) which meet at least quarterly to make recommendations to increase MWBE participation in state contracting, including, (a) identifying best practices for state agencies to promote MWBE business participation; (b) identifying laws, rules, regulations and practices of state agencies which are counter-productive or inimical to MWBE businesses in state contracting; (c) recommending ways to improve inter-governmental cooperation among state agencies and public authorities to improve the goals of the MWBE program; and (d) evaluating the practices of public authorities in promoting the participation of certified MWBE businesses

Appointed a Minority and Women-owned Business Enterprise Statewide Advocate to act as a liaison for MWBEs to assist them in obtaining technical, managerial, and financial and other business assistance. The advocate also investigates complaints brought by or on behalf of MWBEs concerning certification delays and instances of violations of the law by state agencies.

## ***B. State of Maryland Minority Business Enterprise Program***

The State of Maryland's (State's) Minority Business Enterprise (MBE) Program's stated policy is to provide economic development and business support for Maryland's minority business community. State Finance and Procurement Article 14-302(a)(1) and Board of Public Works Advisory 2001-1 requires each State agency to structure its procurement procedures to achieve the following results:

- A minimum of 7 percent of the agency's total dollar value of procurement contracts to be made directly or indirectly from certified MBEs classified by MDOT as African American





- A minimum of 10 percent of the agency’s total dollar value of procurement contracts to be made directly or indirectly from certified MBEs classified by MDOT as women owned businesses
- An overall minimum of 25 percent of the agency’s total dollar value of procurement contracts to be made directly or indirectly from all certified MBEs.

The State has achieved several accomplishments concerning its MBE Program as a result of the State’s progressive laws to promote increased contracting opportunities for MBEs. Specifically, the State is:<sup>3</sup>

- One of 16 states in the nation that have an MBE Program with a goal of 25 percent
- One out of four states to have a legally mandated MBE Program
- The first state to establish a sub-goal for African American-owned businesses
- The only state that collects uniform reporting data including payments to MBEs.

Table 3 below describes the current best management practices being employed by the State of Maryland to increase opportunities for MBEs.

**Table 3: State of Maryland MBE Program Best Management Practices**

<b>STATE OF MARYLAND MBE PROGRAM</b>
<b>Pre-Award Best Management Practices</b>
Plans and specifications on all construction projects are made available to minority contractor associations and trade organizations
Plan holder lists are made available on request to certified businesses listed in Maryland Department of Transportation’s DBE/MBE Directory whose specialty is in the subcontract work to be performed
Offers Operation Guaranteed Help – where DBEs/MBEs can request assistance in any area of business expertise by calling the DBE/MBE hotline who will receive a response within 24 work hours
<b>Post-Award Best Management Practices</b>
Prime contractors are required to submit a quarterly DBE/MBE participation report
Prime contractors are required to pay subcontractors within 10 days of receipt of payment from the State



<sup>3</sup> *Minority Business Interview Overview*, Maryland Department of Transportation website: <http://www.mva.maryland.gov/About-MVA/procure/MBE.htm>. 2011.

## STATE OF MARYLAND MBE PROGRAM

Review of Project Engineer’s file – project engineers are required to maintain accurate daily records depicting DBE/MBE activities
Good faith efforts requirements include (a) coordinating pre-bid meetings with DBEs/MBEs; (b) provide written notice to all certified DBEs/MBEs who are certified in work areas being solicited
Start-up program to assist new firms with starting operations, particularly in non-traditional fields of work
The Maryland Small Business Development Financing Authority provides guaranteed bonding and contract financing on small contracts
Mega Success Conferences to provide procurement opportunities, training in bidding, marketing, financing and bonding, construction forums, technology and other pertinent fields
Training for DBEs/MBEs through the Entrepreneurial Development Institute to provide training in writing business plans, management of small businesses, managing human resources, budget and payroll, technical math, planning and scheduling projects, construction estimating and bidding and computer applications

### ***C. Dallas/Fort Worth International Airport Minority Business Enterprise Program***

The Dallas/Fort Worth International Airport (DFW) minority and women-owned business (MWBE) program’s stated policy is to support the growth and development of MWBEs to successfully compete on contracting opportunities with DFW and other opportunities in its market area. In 2005, more than \$565 million was awarded to MWBEs during the \$2.7 billion Capital Development Program.<sup>4</sup>

Two years later, DFW’s airport expenditures dropped more than 50 percent; however the agency spent \$56 million of its \$219.9 million in expenditures with MWBE firms, or 26 percent of the overall contracting dollars.<sup>5</sup> Also, as a result of DFW’s encouragement to third party developers to work with MWBEs, \$29 million was spent with MWBE contractors and suppliers in a natural gas development project.<sup>6</sup> Table 4 below describes the current best management practices being employed by the Dallas/Fort Worth International Airport to increase opportunities for MWBEs.




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<sup>4</sup> Press Release: *DFW International Airport Celebrates 1st Annual Diversity Awards Honoring North Texas Businesses*; Dallas/Fort Worth International Airport, Public Affairs Department, Ken Capps, Vice President of Public Affairs, September 9, 2005.

<sup>5</sup> *Id.*

<sup>6</sup> *Id.*

**Table 4: Dallas/Fort Worth International Airport MWBE Program  
Best Management Practices**

<b>DALLAS/FORT WORTH INTERNATIONAL AIRPORT MWBE PROGRAM</b>
<b>Post-Award Best Management Practices</b>
Limits the contract term to a maximum of three (3) years with no more than two (2) one-year extensions
Endorses a policy supporting prompt payment of invoices to prime contractors under an expedited payment program within 30 days
Prime contractors not permitted to count the participation of a MWBE subcontractor toward its MWBE achievements until the amount being counted toward the goal has been paid to the MWBE
DFW withholds all or part of any progress payments due to a contractor if the contractor fails to make prompt payments its subcontractors
Prime contractors required to pay its subcontractors within 7 days of receipt of payment from DFW
Offers technical assistance to M/W/DBEs through established outreach programs such as Quarterly Vendor Workshops, Surety Support Initiative, Small Contractor Development Training Workshop, DBE and M/WBE certification
Monitors Mentor-Protégé relationships/agreements
Offers a Surety Support Program designed to identify and assist qualified small, disadvantaged, minority and women-owned businesses secure initial or increase surety bonding to pursue projects, particularly in the construction area
Conducts a Small Contractor Development Training ten-week Workshop which provides MWBEs with the technical information needed to pursue and competitively bid contracts. Airport representatives, construction company executives and consultants conduct presentations on Elements of Running a Successful Construction Business and Developing a Business Plan, Financial Management, Understanding Contracts, Bidding and Estimating, Project Scheduling, Project Management, Insurance & Bonds, Safety, Health and Environmental Services, Marketing and Art of Networking.



## **IV. RACE-NEUTRAL BEST MANAGEMENT PRACTICES UTILIZED BY OTHER GOVERNMENT AGENCIES**

Mason Tillman also reviewed the procurement practices of other government agencies nationally through a survey designed to identify additional race-neutral best management practices. These best management practices can be utilized to increase the participation of SMWBEs on the County’s contracts. Table 5 below describes best management practices being employed by local, state, and federal agencies to increase opportunities for disadvantaged, small, minority, and woman-owned businesses.

**Table 5: Race-Neutral Best Management Practices**

<b>BEST MANAGEMENT PRACTICES UTILIZED BY LOCAL, STATE, AND FEDERAL AGENCIES</b>
<b>Race-Neutral Remedies</b>
Develop County-wide Purchasing Manual to establish standard guidelines, levels of authority to carry out policy, and training protocol
Recognize Buyers that utilize SMWBEs by implementing performance measures, designate employees responsible for program management, and establish employee recognition program
Encourage competitive bidding by assisting contractors to effectively prepare a competitive bid or proposal for a construction or an engineering and related consulting services contract by minimally providing: <ul style="list-style-type: none"> <li>• Procedures and practices that do not impose more burdens on small businesses than on larger businesses</li> <li>• Rapid and concise procedures for pre-qualification and affirmative action program application processes</li> <li>• Complete information regarding bidding or proposal requirements and/or forms.</li> <li>• Opportunities to identify subcontracting and subconsulting opportunities with prime contractors and prime consultants</li> </ul>
Mandatory pre-bid meetings to promote opportunities for prime contractors and SMWBEs to enter into business relationships and work together in areas where SMWBEs have not been historically used
Before advertising a contract without SMWBE targeted goals, issue a request for statements of interest and distribute the request to certified SMWBEs. Also, targeted outreach to potential SMWBEs that could provide services on upcoming contracts to reduce the instances where contracts will be advertised without targeted goals
Improve accessibility to Apprenticeship Training Programs by creating an “Apprenticeship Program Fact Sheet” detailing all of the Bureau of Apprenticeship Training (BAT) approved apprenticeship programs in Texas and their admission requirements. This fact sheet could be included in newsletters and posted on the website.



**BEST MANAGEMENT PRACTICES  
UTILIZED BY LOCAL, STATE, AND FEDERAL AGENCIES**

**Race-Neutral Remedies**

Collaborate with educational institutions to invest in pre-apprenticeship programs. Pre-apprenticeship programs focused on educating minorities and women can provide an opportunity for these groups to work in construction, in the trades, and ultimately lead to business ownership

Encourage the hiring of the underutilized groups as apprentices on construction and engineering and related consulting services contracts

Provide credit review and credit counseling services to counsel SMWBEs at low or no cost

Payment monitoring compliance methods which include:

- Quarterly collection of copies of canceled checks written to subcontractors in order to verify payment information
- Require the monthly submission of a subcontractor participation report with the prime contractor's payment request
- Notify prime contractors and subcontractors when there is non-compliance with program requirements
- Require subcontractor certification of prompt payment on invoices at each request for payment
- Impose a late fee on prime contractors that fail to make timely payments to subcontractors
- Track chronically late-paying prime contractors, and bar offenders from contracting with the County and
- Establish a toll-free hotline for subcontractors to report nonpayment

Post prime contract and subcontract awards on the County's website within 24 hours of the recommendation to award and no later than the start of the bid protest period. Posting contract awards would inform the business community of the results of the County's solicitations and inform the bidders on each contract of the start of the bid protest period

Establish phase bonding by dividing contract into phases to reduce the bonding level and determine guidelines for releasing a subcontractor's bond following approval of completed work

Require prompt return of retainage payments from prime contractors to subcontractors within a specific number of days after the subcontractor's work is completed



## **V. SUMMARY**

The best management practices currently being employed by the County to increase contracting opportunities for SMWBEs is comparable to the three acknowledged exemplary MWBE programs. The County's aggressive tracking and monitoring system and progressive SMWBE outreach activities and mentoring services serve as evidence of its cutting-edge practices that earned the three agencies their esteemed status. The County's commitment to creating a fair and competitive environment for SMWBEs in the County's market area deserves national recognition.

The County's pioneering initiatives detailed in its FY 2010-2012 Strategic Plan offer additional strategies to improve the sustainability and increase the capacity of SMWBEs. The prospective initiatives are part of a continuous effort to build upon the County's long-standing commitment to SMWBEs. Implementing procedures to enhance the County's procurement processes is an integral part of an effective SMWBE Program.

The County's strategies are designed to deliver innovative solutions to increase the effectiveness of its Program. The standard benchmark regarding the effectiveness of SMWBE Programs is to increase both the dollar amount and percentage of services and supplies the agency procures from SMWBEs. The County's efforts to build the capacity of SMWBEs through its training and outreach activities, mentoring program, staff training, and contract and diversity management system are all practices that can assist the County in meeting this benchmark.

The County can foster its best management practices and further build the capacity of SMWBEs in its market area by considering the practices of other agencies identified above. With improved procurement practices, increased opportunities for SMWBEs can be more attainable.



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**APPENDIX A:**

**SMWBE PROGRAM  
HIGHLIGHTS AND  
MILESTONES 1992-2010**





**Bexar County  
Small, Minority and Women Owned Business Enterprise  
(SMWBE) Program**

**Highlights and Milestones**

**1992 – 2010**

- 1992** Bexar County Administrative Policy 8.0 – Disadvantage Business Enterprise (DBE) Program  
Established the DBE Program Advisory Committee
- 1998** Bexar County, in partnership with local agencies, established the South Central Texas Regional Certification Agency (SCTRCA)
- 1999** Community Advisory Committee sets a 20 percent MWBE participation goal for the Spurs Arena, and recommends the establishment of a County Small, Minority, and Women Business Enterprise (SMWBE) Program Office.
- 2000** SMWBE Program Office, established in Planning & Resource Management Department, hired SMWBE Program Coordinator to perform outreach.
- 2001** Revised the Bexar County Administrative Policy 8.0 pertaining to the SMWBE Program
- Bexar County and the City of San Antonio hosted the 1<sup>st</sup> Annual Small, Minority and Women Business Owners Conference (SMWBOC) attended by 1,200 business owners and 75 exhibitors.
- Implemented best management practices from other agencies' race neutral programs and established five year data collection period as approved by the District Attorney and Commissioners Court
- Conducted the 1<sup>st</sup> annual Stakeholder Survey of SMWBE vendors
- 2002** The Purchasing Department implemented on-line bid posting with the BidNet System
- Bexar County and the City of San Antonio hosted the 2<sup>nd</sup> Annual Small, Minority and Women Business Owners Conference (SMWBOC) attended by 2,000 business owners and 140 exhibitors.
- Conducted 2<sup>nd</sup> annual Stakeholder Survey of SMWBE vendors



In collaboration with the SMWBE Program, the University Health System SMWBE Office was created.

Managed SBC Center outreach and MWBE reporting. MWBE participation exceeded the 20 percent MWBE goal by 13 percent.

Hosted two “Meet the Bexar County Buyers” Workshops

**2003** Bexar County and the City of San Antonio hosted the 3<sup>rd</sup> Annual Small, Minority and Women Business Owners Conference (SMWBOC) in attended by 2,800 business owners and 145 exhibitors

Conducted the 3<sup>rd</sup> annual Stakeholder Survey of SMWBE vendors

Partnered with the Coliseum and the Center for Health Care Services results to increase outreach to vendors

Partnered with the Associated General Contractors, the Hispanic Contractors Association, and the National Association of Women Business Owners to increase outreach efforts to their members

Hosted two “Meet the Bexar County Buyers” Workshops

Conducted performance review of the SCTRCA and improved its policies and procedures

SMWBE Program Manager appointed to serve as SCTRCA member representative

Supervised SBC Center outreach and MWBE reporting. MWBE participation exceeded the 20 percent MWBE goal by 22 percent.

**2004** Bexar County and the City of San Antonio hosted the 4<sup>th</sup> Annual Small, Minority and Women Business Owners Conference (SMWBOC) attended by 3,000 business owners and 145 exhibitors

Conducted the 4<sup>th</sup> annual Stakeholder Survey of SMWBE vendors

Revised Purchasing Policy and approved Purchasing Manual

Conducted outreach and oversight of MWBE reporting to the SBC Center (Exceeded operations goals of 20 percent MWBE – results 37.78 percent)

Hosted two “Meet the Bexar County Buyers” Workshops

SMWBE Program Manager received the Alamo Area Council of Governments (AACOG) Regional Governmental Project of the Year Award

**2005** Hosted 5<sup>th</sup> Annual Small, Minority and Women Business Owners Conference (SMWBOC) in partnership with City of San Antonio (Attendance 3,500/ exhibitors 146)

Conducted Stakeholder Survey of SMWBE vendors

Established partnership with the Associated General Contractors in the creation of the “Basics Training” in Construction class for SMWBEs

Established partnership with the Brooks Development Authority in the creation of a SMWBE Program and membership in the SCTRCA

Established partnership with the Port Authority of San Antonio in the creation of a SMWBE Program and membership in the SCTRCA

Outreach and oversight of MWBE reporting to SBC Center (Exceeds operation goals of 20 percent MWBE – results 44.41 percent)

Purchased B2GNow Contract and Diversity Management System

Hosted three “Meet the Bexar County Buyers” Workshops

Reviewed Bexar County non-profit, grant or federally funded programs for policy and monitoring process for MWBE participation

SMWBE Program Manager elected to serve as SCTRCA Board Chairman

Champion of the Year Award presented to the SMWBE Program Manager by the US Small Business Administration Region VI and San Antonio District Office’s Minority Small Business Office

**2006**

Bexar County and the City of San Antonio hosted the 6<sup>th</sup> Annual Small, Minority and Women Business Owners Conference in partnership with City of San Antonio attended by 2,500 business owners and 165 exhibitors.

SMWBE Program Manager re-elected as SCTRCA Board Chairman

Assisted the Alamo Community College District with developing a SMWBE Policy and Program

Outreach and Oversight of MWBE reporting to the SBC Center (Exceeds operation goals of 20 percent MWBE – results 38.59 percent)

Established partnership with the Alamo Community College District to increase outreach to vendors

Hosted two “Meet the Bexar County Buyers” Workshops

Implemented B2GNow Contract and Diversity Management System

SMWBE Program Manager appointed as the Texas County representative Texas Department of Informational Services Historically Underutilized Business Program Advisory Board for a term of two years

La Prensa Foundation “Women of Action” Business Award presented to the SMWBE Program Manager

**2007**

Hosted 7<sup>th</sup> Annual Small, Minority and Women Business Owners Conference in partnership with City of San Antonio (Attendance 3,000/ exhibitors 158)

SMWBE Program Manager re-elected as SCTRCA Board Chairman

Outreach and oversight of MWBE reporting to AT&T Center (Exceeds operation goals of 20 percent MWBE – current results 29.93 percent)

Authorization by the Commissioners Court for participation in the Multi-Jurisdictional Disparity Study for a First Generation review and report for FY 2002 – 2006

Reported on the FY 2001 – 2006 payment and award data reports from the B2GNow Contract and Diversity Management System

Conducted training for county offices and department staff on the B2GNow Contract and Diversity Management System

Graduated the third Construction Basics Training Class

Achieved successful recruitment four mentors to begin development of the Mentor/Protégé Program for MWBE construction contractors, two protégés chosen in January

Presented proposal to staff of the Coliseum and the Health Facilities and Housing Finance Corporation on the language to include for MWBE participation

Presented proposal to staff of the Texas Department of Information Resources (DIR) and the Alamo Area Council of Governments (AACOG) to develop a MOU for sponsoring a training and education seminar for buyers of AACOG members and current DIR sellers and re-sellers in San Antonio

Antioch Community Transformation Network “Man in the Mirror” Award presented to the SMWBE Program Manager

SMWBE Program Manager received San Antonio Business Journal’s “Women Leadership Award for Public Service”

Developed policy and SCTRCA database for use by Coliseum staff; reporting began January, 2008

Hosted two “Meet the Bexar County Buyers” Workshops

**2008**

Hosted 8<sup>th</sup> Annual Small, Minority and Women Business Owners Conference (SMWVBOC) in partnership with City of San Antonio at the Freeman Coliseum (Attendance 4,000/ exhibitors 151)

SMWBE Program Manager re-elected as SCTRCA Board Chairman for the 4<sup>th</sup> consecutive year

Achieved successful recruitment of four mentors and two protégés that began in March

Issued solicitation for Mentor Protégé support services on 02/27/08

Issued solicitation for DBE Program for Culebra and Blanco roads projects monitored by the SMWBE Compliance Analyst

Conducted stakeholder survey of the SCTRCA databases of current and expired vendors

Completed training course for Economic Development: Introduction to Economic Development; Business Retention and Expansion; Economic Credit Analysis; Real Estate Development and Reuse; Economic Development Marketing and Attraction; Economic Development Strategic Planning; and Entrepreneurial Small Business Development Strategies

Established partnership with the San Antonio River Authority to recruit DBEs for the Mission Reach project by the Army Corps of Engineers

Conducted a presentation at the American Contract Compliance Association in Portland, OR - Topic: "Implementing a SMWBE Program without Goals or a Disparity Study"

Established partnership with Clark Construction to enhance their SMWBE recruitment efforts

Established partnership with the Bexar County Veterans Service Office to promote Veteran Small Business

Coliseum MWBE participation report exceeded goals

Hosted two "Meet the Bexar County Buyers" Workshops

Conducted stakeholder survey of SCTRCA vendors

## **2009**

Hosted 9<sup>th</sup> Annual Small, Minority and Women Business Owners Conference (SMWVBOC) in partnership with the University Health System at the Freeman Coliseum

Conducted stakeholder survey of SCTRCA vendors

Established partnership with Turner Construction and the Hispanic Contractors Association de San Antonio for the Turner School of Construction Course

Hosted two "Meet the Bexar County Buyers" Workshops

Received approval from the Commissioner Court for the hiring of a legal expert to assist with preparing a contract for Disparity Study Consulting Services and recommendations

BexarMet developed the SMWBE Policy and program and joins the SCTRCA

SMWBE Program Manager worked with internal stakeholders to implement the B2GNow System

SMWBE Program Manager worked with the Auditor's Office to include SMWBE requirements in the new Financial Management System

**2010**

Held 10<sup>th</sup> Annual SMWVBO Conference presented in partnership with the University Health System

Received approval of the consultant contract for the Bexar County Disparity Study

Updated SMWBE Program Strategic Plan

Launched 2<sup>nd</sup> Mentor/Protégé Program group with sponsoring agencies and partners

Assisted the San Antonio Independent School District with developing a SMWBE Policy and program and joining the SCTRCA

Worked with the Auditor's Office to include SMWBE requirements in the new Financial Management System being considered

**Current Tasks:**

Developed the 11<sup>th</sup> Annual SMWVBO Conference, budget, planning and contracts presented in partnership with the University Health System

Completing the Bexar County Disparity Study

Updated Administrative Policy 8.0 pertaining to the SMWBE Program compliance process

Developing Center for Business Enterprise and Development for large and small businesses

Developing Federal Contractors Assistance Program

Compliance and Monitoring of County Procurement, Venues and Funded Entities opportunities

SMWBE Development and Training

Increasing partnerships with industry and public sector organizations

Hosting Commissioners Precinct location SMWBE Training events

Mentor Protégé Program – Commissioners Court approves contract with Construction consultant

Implementing grants funding to support and expand programs & training

Holding AGC Basics training Class in the Fall



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