



CITY OF SAN ANTONIO  
**ECONOMIC DEVELOPMENT  
DEPARTMENT**

SMALL BUSINESS ECONOMIC DEVELOPMENT ADVOCACY

**ANNUAL REPORT  
FY 2014**



# SMALL BUSINESS ECONOMIC DEVELOPMENT ADVOCACY

## Executive Summary

In 2014, the City of San Antonio continued our commitment to the development of local small, minority, and women-owned businesses through substantial investments of our purchasing dollars. Nearly a third of the dollars paid during the fiscal year went to local small, minority, or women-owned businesses. Along with building the capacity of these individual businesses, we know this type of investment fosters a robust local small business economy, which represent nearly a third of the private sector jobs in our community.

Our Small Business Economic Development Advocacy (SBEDA) Program evolved into a new phase by instituting segmented subcontracting goals to promote increased participation by African American-owned businesses. This practice, along with continued implementation of the City Council approved Five-Year Diversity Action Plan, is leading to increased identification and utilization of all segments of our small business contracting community.

This past year, we also opened Café Commerce, the community's new small business and entrepreneurship one-stop clearinghouse for resources and services. We also celebrated the graduation of the first cohort of Bonding Assistance and Mentor Protégé program participants.

The coming year will include significant stakeholder engagement, as we update our availability and utilization disparity study. Rather than annual snapshots included in our annual reports, the disparity study will analyze a more broad set of years, along with purchases that do not typically fall within the scope of the SBEDA program. This information will help us identify how our SBEDA program can be improved and better leverage our spending. We encourage you to participate in these various stakeholder engagement opportunities that will be available over the coming year.

# What is SBEDA?

## Small Business Economic Development Advocacy

The San Antonio City Council authorized the first SBEDA Ordinance in 1992, after a disparity study indicated only 10% of the City's purchases came from minority or women businesses. Over the years, City Council has approved revisions to the Ordinance, most notably in 2010. Currently, the SBEDA Ordinance requires individual review of contracts to determine the most appropriate tool to promote the participation of small, minority, and women-owned businesses on City contracts. The contract-by-contract reviews are conducted by the Goal Setting Committees and the tools which they may apply range from evaluation preference points, to subcontracting provisions. In addition, the Goal Setting Committees establish annual aspirational goals to serve as benchmarks to measure the effectiveness of the SBEDA Program.

In order to be eligible for SBEDA Program tools, a small, minority, and/or women-owned business must be registered in the City of San Antonio's Central Vendor Registry (CVR), be headquartered or have a significant business presence in the San Antonio Metropolitan Statistical Area (SAMSA), and be certified by the South Central Texas Regional Certification Agency (SCTRCA).

## What is NOT included?

- Sole-Source Purchases
- Emergency Purchases
- Contracts with a value under \$50,000
- Purchases that are made under the Disadvantaged Business Enterprise Program (DBE) or Community Development Block Grant (CDBG) funds. Federal regulations governing minority and women-owned business participation have already been applied to those funds.

### TERMINOLOGY GUIDE:

**AABE** » African American Business Enterprise

**ABE** » Asian American Business Enterprise

**HABE** » Hispanic American Business Enterprise

**NABE** » Native American Business Enterprise

**SBE** » Small Business Enterprise

**WBE** » Women Business Enterprise

**MWBE** » Minority and/or Women-Owned Business Enterprise

**SBE (not MWBE)** » Small Business Enterprise (not MWBE)

**SMWBE** » Small, Minority, and/or Women-Owned Business Enterprise

**ASPIRATIONAL GOAL** » Utilization benchmark; based on the availability of firms

**SEGMENTED ASPIRATIONAL GOALS** » Benchmarks for specific ethnic and gender groups

### NOTES ON DATA:

Please note that the data in this annual report represents payments on contracts awarded under the current SBEDA Ordinance (2010-06-17-0531). Payments not included in this data will be represented in the City's upcoming disparity study. The tables and charts to follow indicate the distribution of dollars paid since the last annual report. The data presented in these reports was generated from the City's Contract Management System (CCMS) on the date referenced and is subject to change as payments to prime and subcontractors are processed and finalized. Specifically, this data encompasses information from October 1, 2013 to September 30, 2014.

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## SBAC

The Small Business Advocacy Committee (SBAC) is an eleven member body representing individual City Council members and the Mayor. The committee advises the Mayor, City Council and the City Manager on business issues, goals and related policies concerning small, minority, and women-owned businesses that are ready, willing, and able to do business with the City, under the policies set forth in the SBEDA ordinance. In addition, they make recommendations concerning modifications of programs and procedures established in the SBEDA Program.

Regular meetings are held on the third Tuesday of every month at the offices of the Economic Development Department (EDD).

**District One**  
**Anne-Marie Grube** | Northwestern Mutual

**District Two**  
**Michael R. Hall - SBAC Vice Chair** | New Kids on the Block Learning Center

**District Three**  
**Jane Thomas - SBAC Chair** | Apple Specialty Advertising

**District Four**  
**Clarissa Perez** | San Antonio River Authority

**District Five**  
**Jesus Rodriguez** | EGR Contracting, Inc.

**District Six**  
**Vacant**

**District Seven**  
**Grace Rose Gonzales** | GracePG Design Group

**District Eight**  
**Roland F. Gonzales** | Cokinis, Bosien, & Young

**District Nine**  
**Julissa Carielo** | Tejas Premier Building Contractor, Inc.

**District Ten**  
**Martin Gomez, Jr.** | CHAI Architects, LLC

**Mayoral**  
**Christopher Herring** | Texas Association of African-American Chambers of Commerce

## SBAC Subcommittees

In 2014, the SBAC established three subcommittees to specifically focus on important initiatives under the purview of the Committee. This allowed members to gain a greater understanding of the detailed issues impacting these initiatives and provide feedback to City staff on the creation of programs to advance the committees vision

### Disparity Study Subcommittee

The purpose of the Disparity Study Subcommittee is to provide feedback on various tasks connected with the development of the City's new disparity study and assist with public engagement efforts associated with the disparity study.

### Diversity Action Plan Subcommittee

The Five-Year Diversity Action Plan was adopted by City Council in January 2013. The Diversity Action Plan Subcommittee oversees the implementation of the strategies and tactics aimed at increasing the availability and utilization of minority and women-owned businesses included in the five year plan.

### Marketing Subcommittee

The Marketing Subcommittee provides recommendations for outreach and promotion of the City's SBEDA Program and the SBAC. The City of San Antonio Vendor Orientation sessions, initiated in 2014, were a direct result of feedback provided by this subcommittee.

During 2014, the City of San Antonio continued to implement programs that promoted small business growth and capacity-building. We also launched new initiatives to further foster entrepreneurship and engagement with City contracting opportunities.



## Small Business Highlights

- Grand opening of Café Commerce, the City's new small business and entrepreneur resource center.
- Launched City of San Antonio vendor orientation sessions.
- Continued publishing small, minority and women-owned business utilization statistics on the City's website.
- Implemented race-specific subcontracting goals to promote the targeted participation of underutilized business groups.
- Initiated development of new disparity study.



## Goal Setting Committee

The SBEDA Program utilizes the Goal Setting Committee to identify the contract specific tools that would most effectively promote the use of small, minority, and women-owned businesses on individual contracts. These decisions are based on industry categories, project scope and a review of SMWBE that are ready, willing, and able to perform on a City contract.

The Goal Setting Committee consists of City staff from the Finance Department, Transportation and Capital Improvements Department (TCI), Economic Development Department (EDD) and are chaired by an executive appointed by the City Manager. The committee also includes a representative from the department issuing the contract, along with citizens appointed by City Council.

**The citizens serving on the Goal Setting Committee are:**  
 Mr. Lester Bryant | President | LWB Enterprises • Mr. Chris Scott | Vice President | Versar, Inc. •  
 Mrs. Roxanne Silva | Vice President | ARC

## First Time Contracts

During the timeframe of this report, **11 SMWBEs** received their first contract from the City of San Antonio.

### MWBE

- A-Ram Plumbing, Inc.
- CAS Consulting & Services, Inc.
- Clearfield Construction
- Consolidated Installation Support, LLC
- Fregonese Associates, Inc.
- Garza Bury, LLC
- Sams Contracting Consulting and Training

### SBE

- Allbrite Constructors of Texas
- BA & W Enterprises
- Dorazio Enterprises, Inc.
- Kencon Constructors/Construction Managers, Ltd.

# NOW OPEN: CAFÉ COMMERCE

On June 30, 2014, over 200 attendees were at the grand opening of Café Commerce. Located in the Central Library, the facility is open to individuals wanting to jump-start a business idea or seeking guidance on how to grow their business.

To assist business growth and development, Café Commerce uses various programs from the Ewing Marion Kauffman Foundation. US SourceLink is a web-based clearinghouse of business resources designed to better market and deliver services to local businesses. The Ice House Entrepreneurship Program is a cutting-edge entrepreneurial education curriculum that emphasizes problem solving, critical thinking, opportunity identification, and fosters the development of the entrepreneurial mindset. 1 Million Cups provides local entrepreneurs an opportunity to present their startups to a diverse audience of mentor advisors, and entrepreneurs who offer feedback and assistance on how entrepreneurs can improve their business models.

In September, Café Commerce received funding from the U.S. Small Business Administration for a new accelerator program focused on the food industry called “Break Fast and Launch.”

“Café Commerce serves as a clearinghouse for small business and entrepreneurship resources, creating a central hub for both resource providers and business owners,” said Peter French, President of Café Commerce. “Through our one-on-one interactions with business owners, we customize and accelerate the resource referral process making it more efficient and effective for all parties.”

According to French, this is particularly crucial in San Antonio, as the city “is home to a diverse community of entrepreneurs and small business owners actively pursuing opportunities across all industries who are eager to support each other and the community-at-large.”

Peter French, President of Café Commerce



## Business Empowerment Plan

The City of San Antonio continues its efforts to build the capacity of the local small business community through the Bonding Assistance and Mentor Protégé Programs, collectively referred to as the Business Empowerment Plan. Administered in partnership with Alamo Colleges, both Programs begin with a series of courses participating businesses complete called the Small Business Boot Camp. Once completed, the businesses are either paired with a mentor or become eligible for a letter of credit to enhance their bonding capacity. This second phase of the Programs continues for two years. Currently, 82 companies are participating in the Mentor Protégé Program and 10 companies are participating in the Bonding Assistance Program.

Since its inception in the spring of 2012, both the Bonding Assistance and Mentor Protégé Programs have successfully completed eight Small Business Boot Camp sessions. A major milestone for these Programs occurred in 2014, as the first seven small businesses became the first graduating class. Upon completion of the Programs, this group collectively reported annual revenues of \$12.3 million, which represents a 112% increase from their reported revenues when entering the Programs. Additionally, five of the six Mentor Protégé Program graduates have successfully competed for prime and subcontracts with the City.

### 2014 Business Empowerment Plan Graduates

#### Mentor Protégé Program:

- Parties, Picnics and Promotions mentored by Illusions Rentals & Design
- Moy Tarin Ramirez Engineers, LLC mentored by Jacobs Engineering Group, Inc.
- Hill Bros. Construction mentored by Turner Construction Company
- Penguin Suits, Inc. mentored by Proof Advertising, LLC
- GNA Architecture mentored by Marmon Mok Architecture
- Network Alliance, LLC mentored by Presidio

#### Bonding Assistance Program:

- Capstone Landscapes

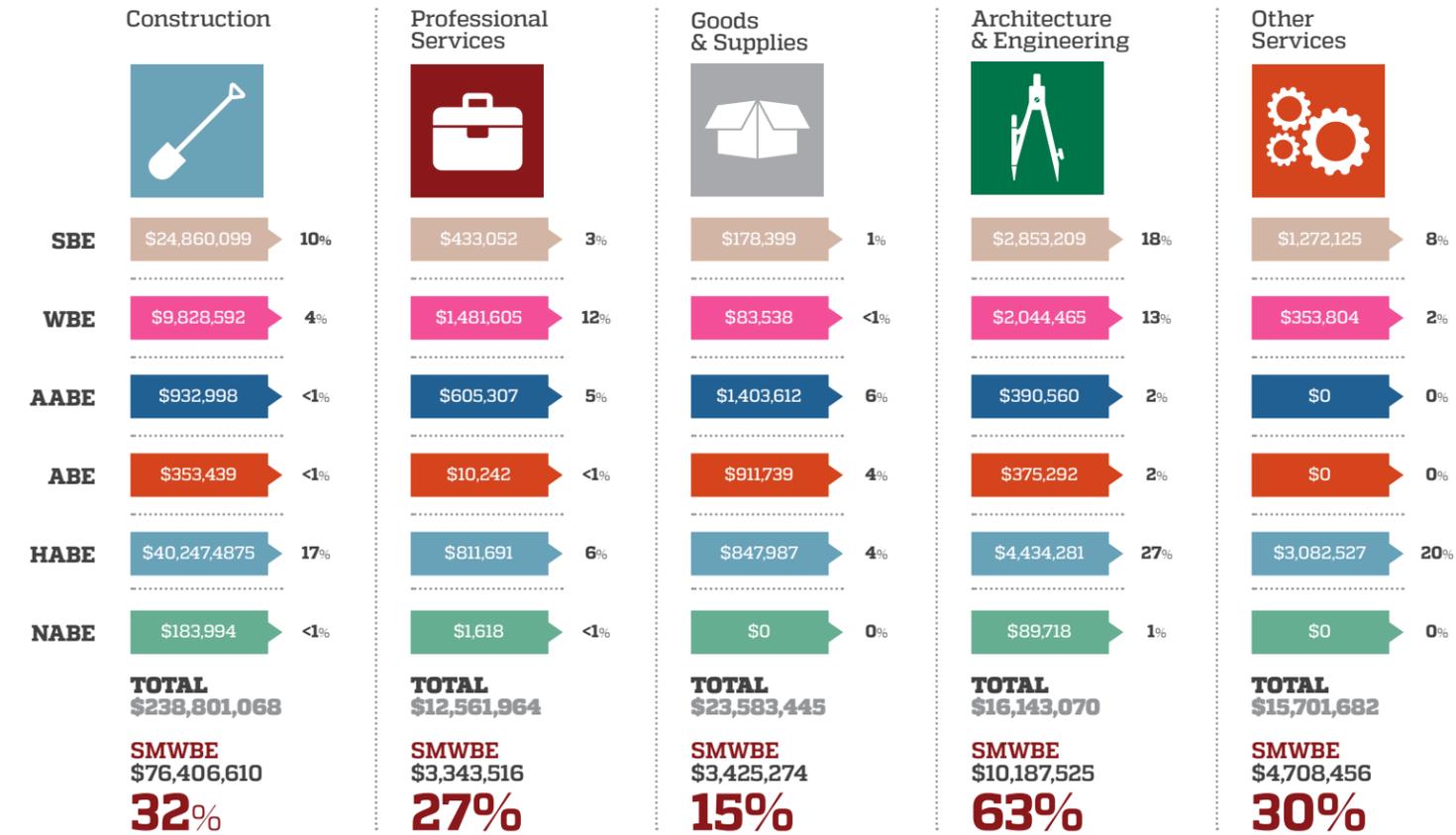
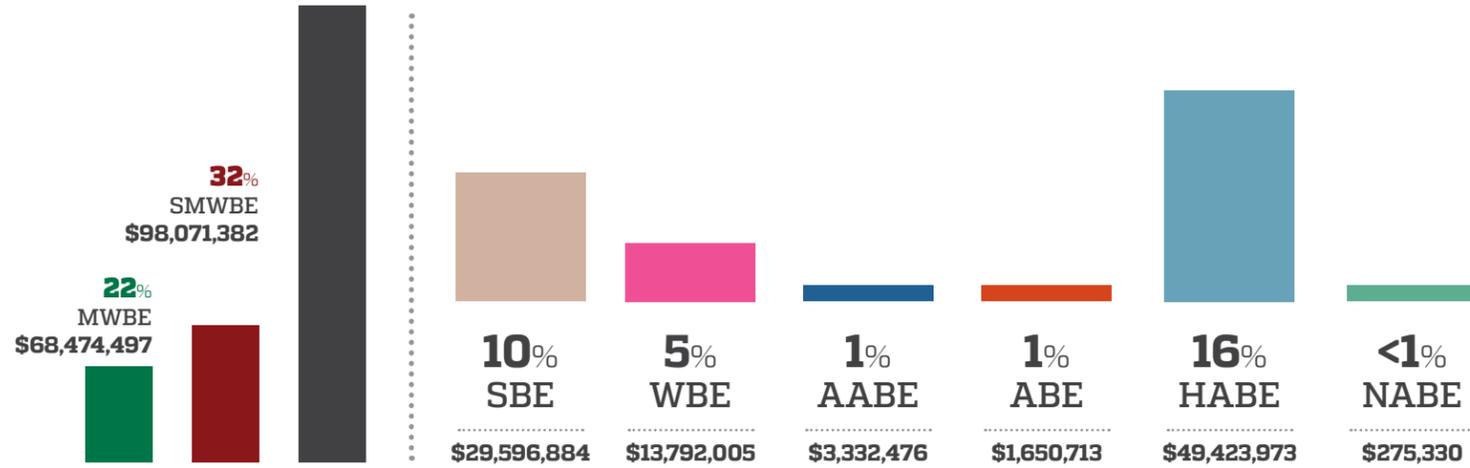


District 8 Councilman Ron Nirenberg, along with EDD Director Rene Dominguez, EDD Assistant Director Alejandra Lopez and Alamo Colleges' Business Empowerment liaison Janice Wehrman with the 2014 Business Empowerment Plan Graduates.

# Utilization Summary

The SBEDA Program allows the City to leverage its purchasing power to build the capacity of SMWBEs. The following tables and charts indicate the overall distribution to small, minority, and/or women-owned businesses.

TOTAL: \$306,791,228

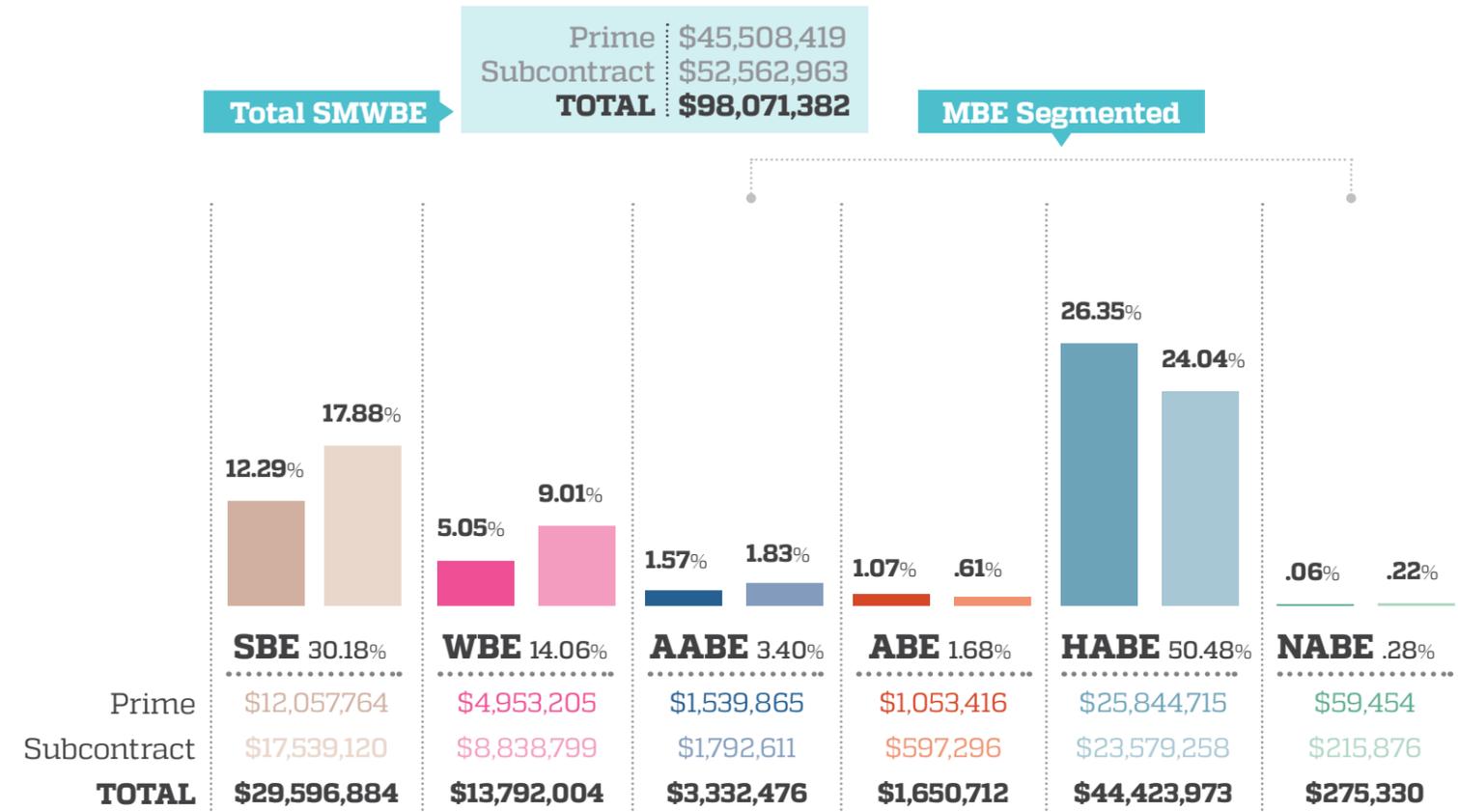


- 32% of all payments were made to SMWBEs
- 22% of payments went to minority or women-owned businesses
- Architecture & Engineering payments accounted for the largest percentage of City dollars spent on SMWBEs
- Overall, African American, Asian American, and Native American businesses are still participating at very low levels

# Utilization Summary

The chart displayed below show the distribution of payments to prime and subcontractors, overall and within particular certification categories.

## Prime Contractor & Subcontractor Data



## Women Business Utilization

Businesses owned by women that are also members of an ethnic group are classified within the appropriate minority certification. However, the chart below summarizes the City's utilization of women-owned businesses both minority and non-minority.

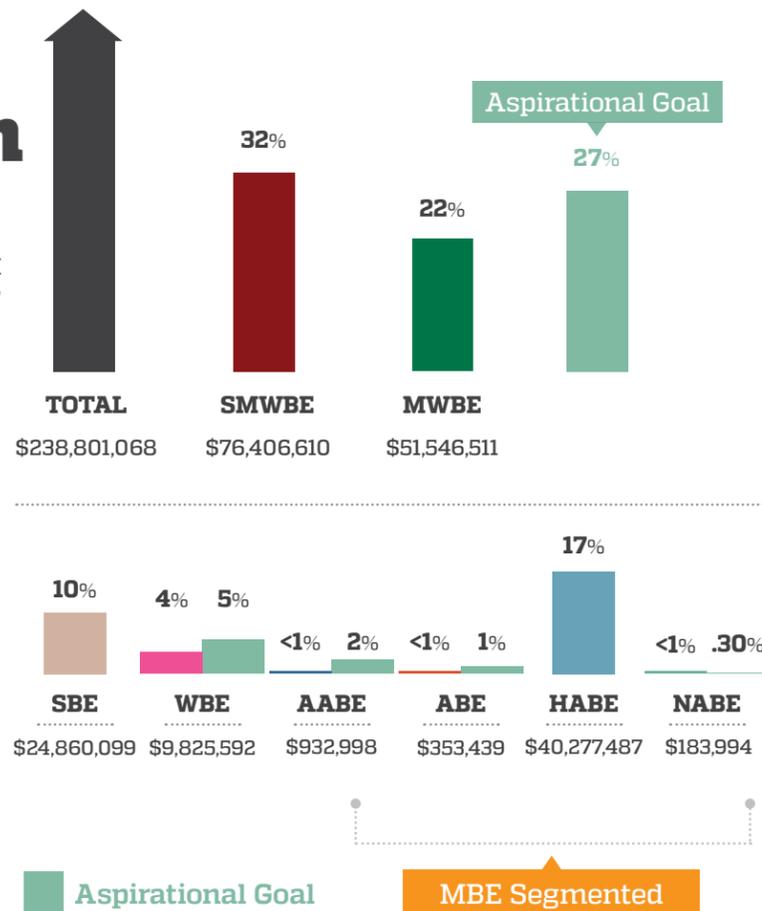




# Construction

Each year, the City of San Antonio undertakes numerous construction projects throughout the City. These projects present valuable opportunities for local SMWBEs. Below is an overview of spending within the Construction Industry.

- 32% of SBEDA eligible payments in the Construction Industry went to SMWBE businesses
- Minority and women-owned businesses received 22% of SBEDA eligible payments in the Construction Industry
- Hispanic businesses were the most utilized ethnic group in the Construction Industry
- Utilization data suggests Asian American and African American business participation is still lagging as neither aspirational goal in this industry was met



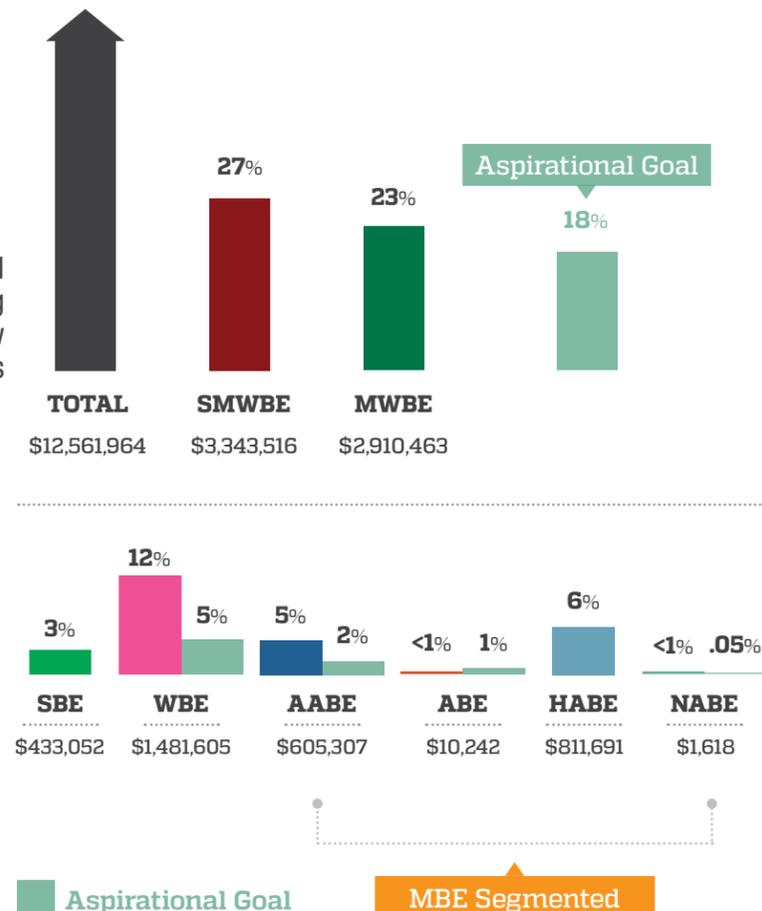
Segmented aspirational goals are available in industries where only particular segments are significantly underutilized, as opposed to underutilization across all ethnic and gender categories. Per the SBEDA ordinance, segmented aspirational goals are available within the Construction Industry for: WBE, AABE, ABE, and NABE.



# Professional Services

The City of San Antonio contracts for numerous professional services. These contracts may include varied services, including consulting, financial services, marketing and advertising. Below is an overview of spending within the Professional Services Industry

- 27% of SBEDA eligible payments in the Professional Services Industry went to certified businesses
- Women businesses were the most utilized group in the Professional Services Industry
- Asian American businesses continue to be underutilized in the Professional Services Industry



Segmented aspirational goals are available in industries where only particular segments are significantly underutilized, as opposed to underutilization across all ethnic and gender categories. Per the SBEDA ordinance, segmented aspirational goals are available within the Professional Services Industry for: WBE, AABE, and ABE.



## AMSTAR, INC.

Small Business Enterprise | Woman Business Enterprise | Hispanic American Business Enterprise

Terry Flores | Co-Owner

“Delivering good products take lots of planning time and SBEDA’s utilization plan allows businesses to plan.”

Amstar, Inc. is truly a family-owned business. While Flores handles finances and has been the majority owner of the company since 1999, her sister handles SBEDA contract details, her brother manages the construction aspect of the business, and her husband handles sales and marketing for the company. As a female owner of a construction company, Flores is proud to see women empowered within an industry that is “a man’s world.” Flores and her company started working with the City in 1999, helping restore the basketball court and boat landing at Woodlawn Lake Park, as well as working with another company to build the Roosevelt Community Facility.

“SBEDA created a system of checks and balances from the past systems that were in place within the City,” said Flores. “It may be a tedious process to some, but I think it’s necessary to ensure that a good product is delivered”

Flores says that she has found good subcontractors through the SBEDA program and has even been able to successfully grow her subcontracting pool. “Through the subcontracting part of SBEDA and having to meet utilization goals, I not only get business, but those subcontractors that we get to work with us also get work,” said Flores. Amstar currently serves as the prime contract on two park improvement projects and has proposed 36% and 46% SBEDA-eligible subcontracting participation, respectively.



## CAPTION SOURCE, LLC

Small Business Enterprise | Woman Business Enterprise

Whitney L. Riley | Owner

“The SBEDA Program truly leveled the playing field for small, local businesses like mine to attain a contract with the City.”

Whitney L. Riley, owner of Caption Source LLC, began her career as a court reporter in 1989, a year before real-time captioning became popular and peaked her interest. In 1996, she transitioned into her current field with a local hard of hearing group, which ultimately made her want to open her business. The need for businesses like hers was brought to the forefront after the flood of 2001, when the lack of a proper warning system to provide an alarm to the hard of hearing community about emergency situations was evident.

Riley currently provides the captioning for all San Antonio City Council meetings. She believes that being a local company is very important when it comes to providing this service. “Because I am a local company, I am able to watch the Council meetings live and thus provide the best possible product for the hard of hearing community of San Antonio,” added Riley.

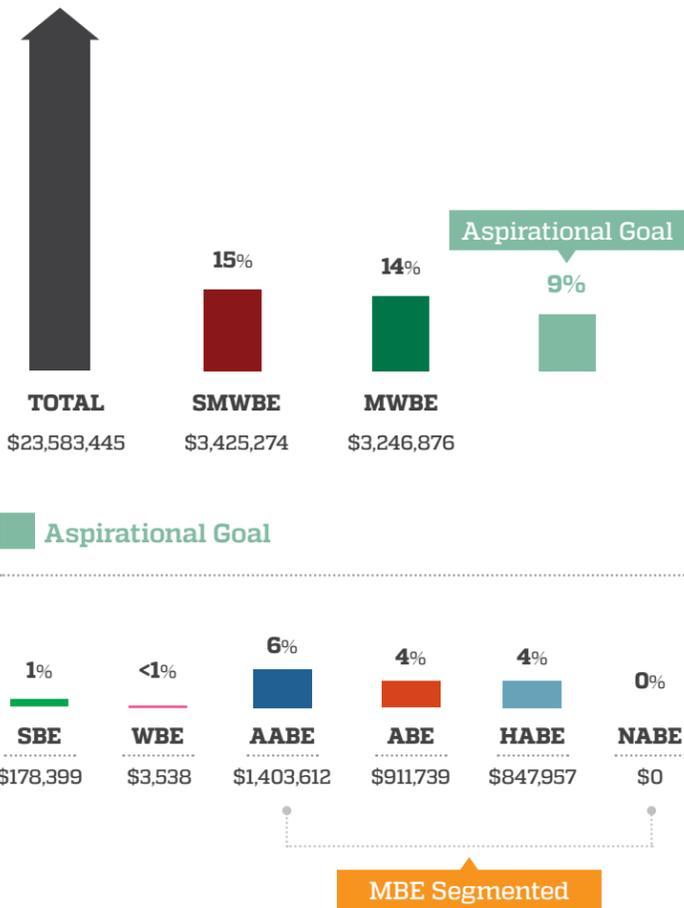
She states that working with the City has helped her become a credible source within her niche industry. “Being a contractor with the City lends a level of credibility to my company that has helped me when trying to get more contracts,” said Riley. “There’s a level of vetting that people associate with doing business with the City.”



# Goods & Supplies

The City of San Antonio purchases a variety of goods and supplies year round. These purchases range from common office supplies to specialized equipment. Below is an overview of spending within the Goods and Supplies Industry.

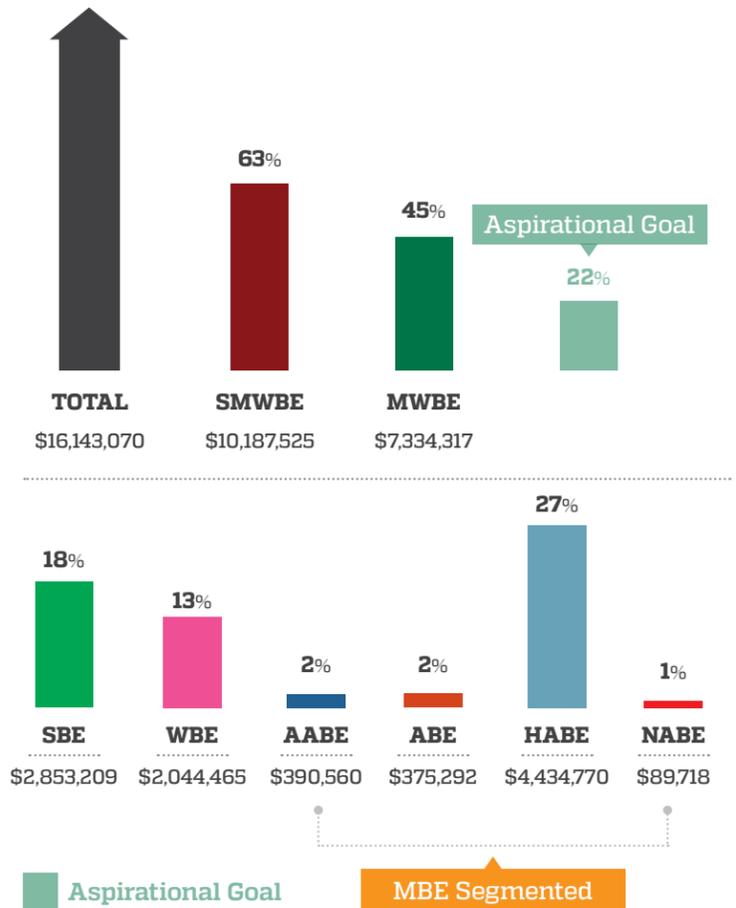
- African American businesses were the most highly used minority group within the Goods & Supplies Industry
- Asian American businesses participated at a higher percentage in this industry than in any other
- No segmented aspirational goals are available in this industry as data suggests all certification segments are underutilized



# Architecture & Engineering

Each year, the City of San Antonio undertakes numerous construction projects throughout the City. These projects present valuable opportunities for design professionals. Below is an overview of spending within the Architecture and Engineering Industry.

- 63% of SBEDA eligible payments in the Architecture & Engineering Industry went to SMWBEs
- Minority and women businesses received 45% of total City dollars for the industry
- Hispanic and women businesses participated at a higher percentage in this industry than in other industries
- No segmented aspirational goals are available in this industry as data suggests all certification segments are underutilized



Nikole Vaughn, Karla Broadus (Owner), David Padron

## COMMONWEALTH

Small Business Enterprise | Minority Business Enterprise | African American Business Enterprise

Karla Broadus | Owner

“Programs like SBEDA are very beneficial because they help you gain confidence to get started.”

William H. Broadus, Jr. opened Commonwealth Trading Company in 1995 after retiring from IBM with his wife, Karla Broadus. Their daughter, Nikole Vaughn originally served as the Board Secretary while she earned both a bachelor's and master's degree from The University of Texas at Austin. Commonwealth started working with the City in the 1990's, initially serving as a computer reseller and eventually progressing into repairing systems as well.

“The City helped us grow our business when we were asked to provide technical support,” said Mrs. Broadus. With this growth, David Padron, a Dell certified technician, was hired to provide the technical support required by the City and is now the IT Service Manager.

The company's relationship management strategy has also contributed to its success. This focus on relationship was exemplified when two key members of the staff became greatly ill - Mr. Broadus and Mr. Padron. The relationship between the City and Commonwealth was even more critical once Mr. Broadus passed away in 2013. Mrs. Broadus became the President of the company and Mrs. Vaughn now serves as the Executive Vice President.

“After the passing of my dad, we were not going to allow ourselves to stop,” said Vaughn. “As a matter of fact, the day my dad passed away, the City still called us with orders. These are the types of relationships we appreciate and want to foster with everyone we work with.”



## CNG ENGINEERING, PLLC

Small Business Enterprise | Minority Business Enterprise | African American Business Enterprise

Travis Wiltshire | President & Owner

“I was able to have a place at the table where I wouldn't have otherwise had an opportunity to sit.”

Founded in 2004, CNG Engineering, PLLC is a San Antonio-based professional mechanical, electrical and plumbing, engineering design, master planning and commissioning firm that specializes in municipal, higher education, health care, federal and commercial projects. Travis Wiltshire, President and owner, quickly learned about the power of networking and certification while working on the 2005 Alamo Community Colleges Bond Program. It was through this experience, and with encouragement of City staff, that he learned about the City's SBEDA Program and began actively bidding on projects.

Wiltshire began working with the City as a result of the 2007 Bond Program. Projects included several library, street and park improvements. “I was happy to be a part of the change of San Antonio,” said Wiltshire. He continues to work on notable City projects such as the consolidated rental car project at the airport, the District 10 senior center, and improvements to Main Plaza and Alamodome.

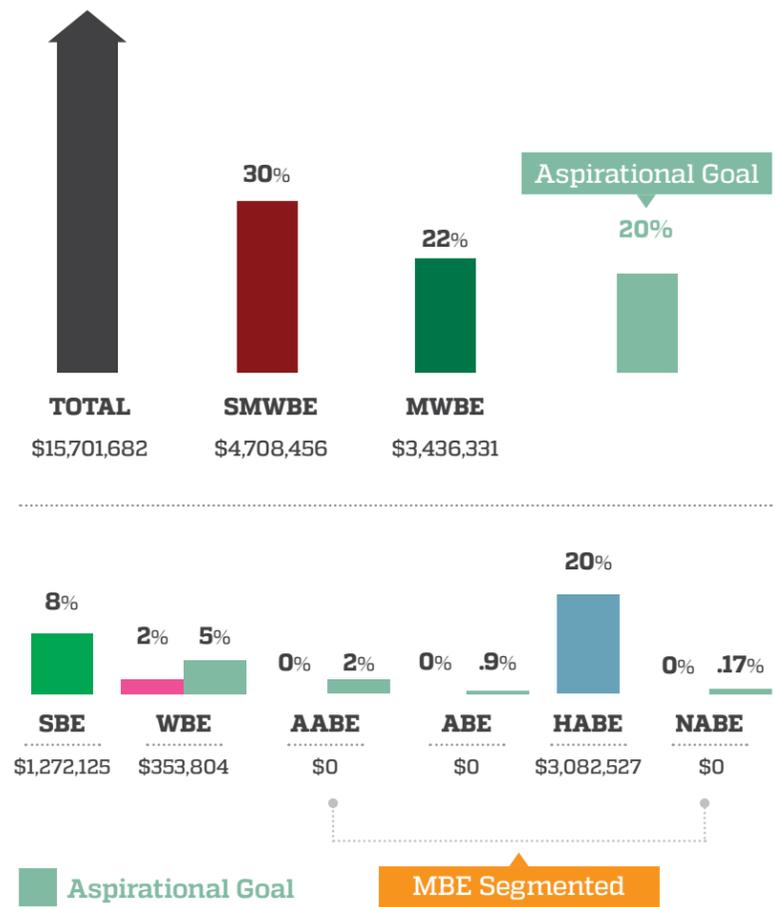
Wiltshire credits the SBEDA program as a key to his success. Today, CNG Engineering has 20 employees and has partnered with several firms to work with many local agencies on a variety of projects. Wiltshire sees potential for growth, additional office locations and aspires to be a prime consultant. “We're running a marathon, not a sprint,” said Wiltshire. “We're here for the long-run.”



# Other Services

Examples of services in this category include janitorial, landscape, pest control, photocopying, information technology and HVAC maintenance. Below is an overview of spending within the Other Services Industry.

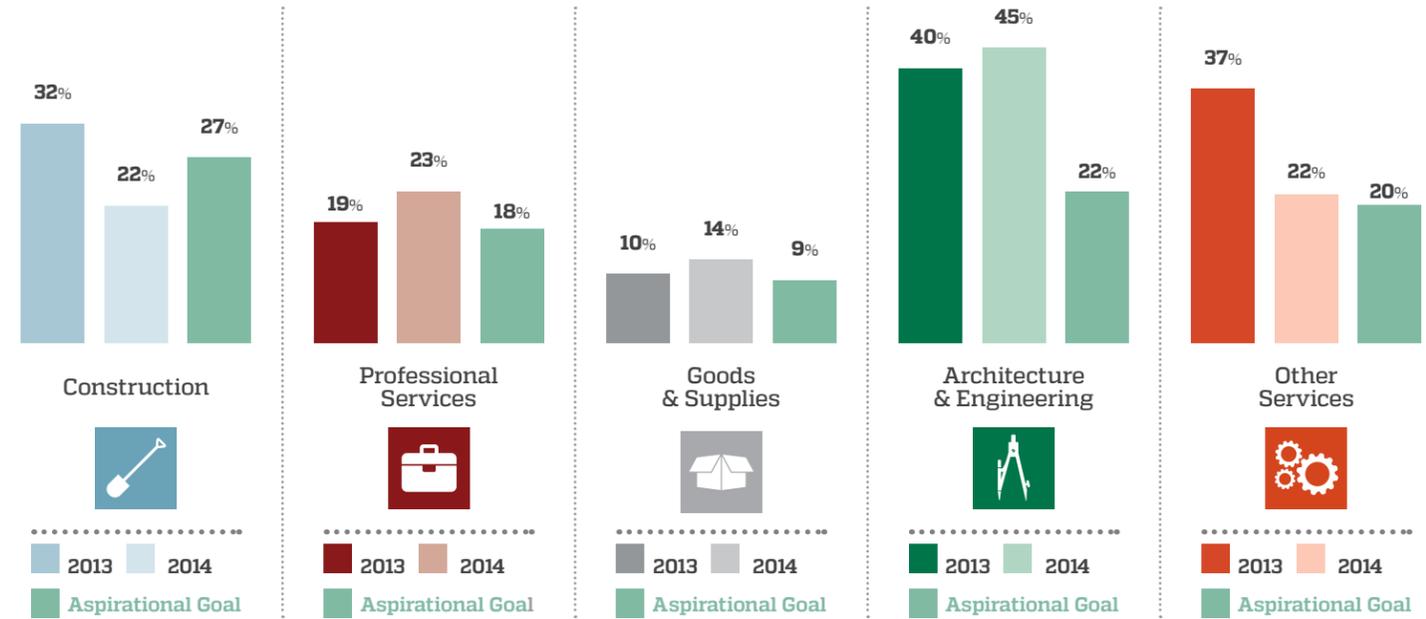
- 30% of SBEDA eligible payments in the Other Services Industry went to SMWBE businesses
- Minority and women businesses received almost 22% of SBEDA eligible payments
- African American, Asian American, and Native American businesses continue to be underutilized in the Other Services Industry



# Year-to-Year Comparison

The chart below shows the utilization of minority and women-owned businesses since last year. Aspirational goals are also included for reference.

## Minority/Women-owned Business Enterprise Utilization 2013 vs. 2014



# Adjustment to FY 2014 Payment Data

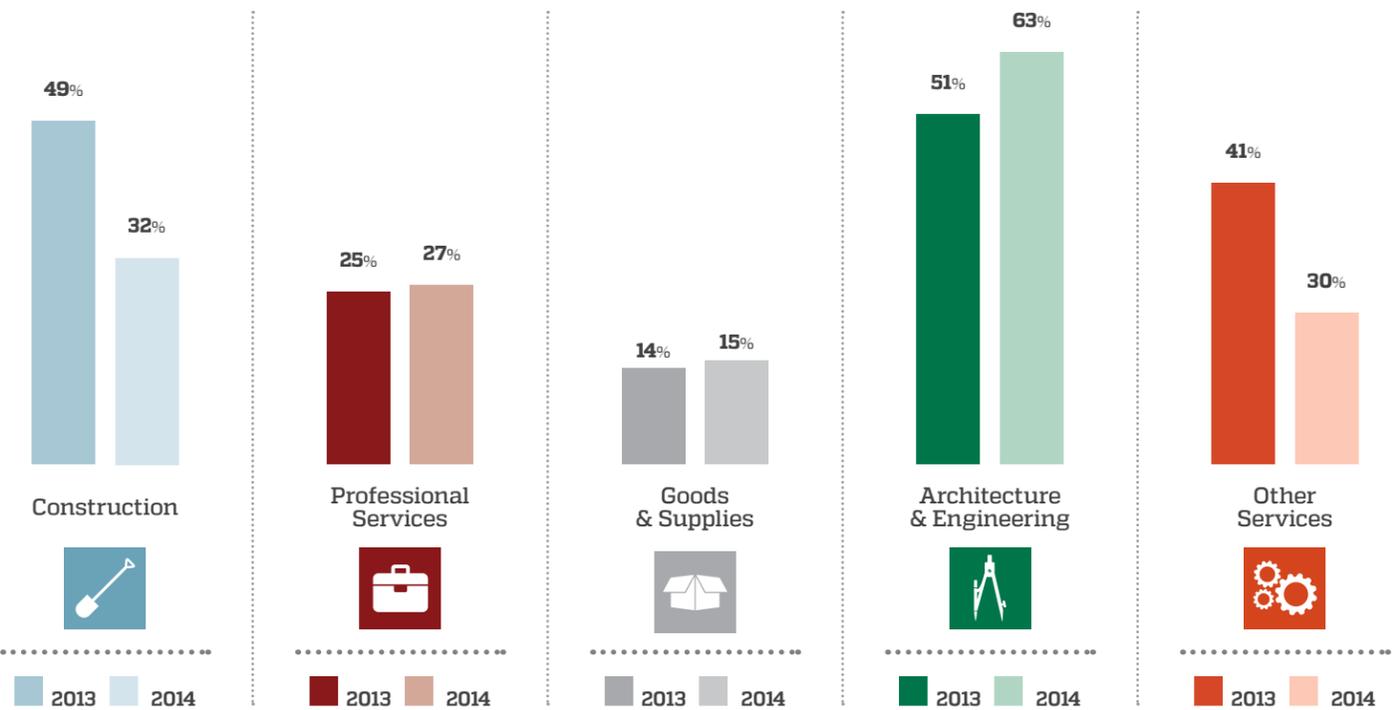
The Economic Development Department consistently strives to provide accurate and reliable data on the utilization of small, minority, and women-owned businesses on City contracts and places a strong emphasis on compliance with subcontracting levels confirmed by prime contractors. At times, reporting of subcontracting levels crosses between fiscal years and annual report periods. The table below summarizes the updates made to the data previously reported in the 2012-2013 SBEDA Annual Report, as confirmed by prime and subcontractors after printing of that document.

	PREVIOUSLY REPORTED	UPDATED
Total Payments	\$252,575,647	\$251,561,547
Total SMWBE Payments	\$108,426,814	\$108,448,927
Total MWBE Payments	\$73,652,425	\$72,905,037
Total SMWBE Prime Contractor Payments	\$60,879,689	\$58,167,194
Total SMWBE Subcontractor Payments	\$47,547,125	\$50,281,733

**Note:** These updates are incorporated into any references to the 2012-2013 SBEDA Annual Report included in this document.

## Small/Minority/Women-owned Business Enterprise Utilization 2013 vs. 2014

The following charts incorporate small businesses into these figures.



## Vendor Orientation

The Small Business Office provides extensive technical assistance on SBEDA Program requirements to businesses interested in City contracts. However, other departments within the City also provide technical assistance within the procurement process. Based on feedback from the Small Business Advocacy Committee, the Small Business Office began hosting Vendor Orientation sessions to help registered vendors learn valuable techniques to maximize their bidding opportunities on City contracts.

The first three sessions were held at Café Commerce, where over 20 business owners visited with representatives from the Aviation, Transportation and Capital Improvements and Finance Departments staff. Topics covered during Vendor Orientation sessions include proposal development, electronic bidding, SBEDA Program requirements, and submitting payment requests. While feedback from participants has been overwhelmingly favorable, the Small Business Office will continue to identify potential improvements, including making these sessions more accessible to vendors across the community.



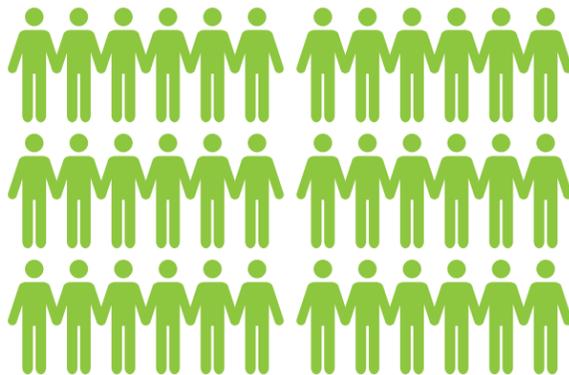
## Central Vendor Registry (CVR)

The San Antonio Electronic Procurement System (SAePS) serves as the City of San Antonio Central Vendor Registry (CVR). All businesses ready, willing and able to perform on City contracts are encouraged to register in this database. In turn, this data is used to calculate contract-specific goals, incentives and annual aspirational goals for each industry category.

This year, over 6,200 vendors were active in this database and received notifications when solicitations of interest to each particular vendor are released. In addition, the Economic Development Department notifies these vendors of upcoming solicitations not yet released, along with the SBEDA tool that will be applied to the solicitation. This allows interested business more time to plan and prepare their responses and take full advantage of SBEDA incentives.

The City continues to strive to make the vendor registration process as easy as possible. Based on vendor feedback, the system will be redesigned to make the registration process simpler and more intuitive, allowing vendors to register, update their profiles, and find potential subcontractors more easily. In 2015, the City will release a request for proposals to identify a consultant to redesign the CVR and estimates to have this new system available in the fall. All vendors currently in the CVR will be transferred into the new system and extensive training will also be available.

over 6,200 active vendors



## Do Business with the City of San Antonio

Register online to become part of our Central Vendor Registry—SAePS!

Each year the City of San Antonio spends millions of dollars on construction, goods and supplies, professional and non-professional services.

### BENEFITS

- Notice of upcoming contract opportunities
- Fast and easy electronic bidding
- Receive important solicitation updates



For more information, contact the City of San Antonio Finance Department at 210.207.7260 or visit [SanAntonio.Gov/Purchasing/SAePS.aspx](http://SanAntonio.Gov/Purchasing/SAePS.aspx).

## Get Your Business Certified

If you are ready to be certified, visit the South Central Texas Regional Certification Agency (SCTRCA).

Obtaining a Small, Minority, or Women-owned Business Enterprise certification can provide your company with valuable business opportunities.

### BENEFITS

- Participate in targeted business assistance programs
- Increase your company's visibility
- Connect with other businesses



**SCTRCA**  
3201 Cherry Ridge St  
Building C-19  
San Antonio, TX 78230

For more information and access to applications, contact the SCTRCA at 210.227.4722 or visit [SCTRCA.org](http://SCTRCA.org).



# Disparity Study

The City of San Antonio periodically performs a disparity study to track the effectiveness of the SBEDA Program. In addition, this type of study also determines whether barriers still exist in our marketplace that might prevent SMWBEs from participating in City of San Antonio and private sector contracts.

The City conducted its last disparity study in 2010. Recommendations from this study significantly revised the tools available through the SBEDA Program. In addition, the City established Goal Setting Committees which review contracts individually and apply contract-specific tools based on the scope of work within the contract, historic participation, and availability of SMWBEs. Establishment of the CVR and capacity-building programs, such as our Bonding Assistance and Mentor Protégé Programs, were also recommended by the last disparity study.

In 2014, the City awarded a contract to National Economic Research Associates (NERA) to complete a new disparity study. Development of this study requires substantial review of both quantitative and qualitative data from the City of San Antonio, as well as the private sector. The public will have opportunities to engage in this process in the spring of 2015, through stakeholder interviews, businesses surveys and public hearings. It is estimated that the study will be completed in the fall of 2015. City staff will then take the study findings and develop recommended modifications to the SBEDA Program. City Council will be asked to consider these modifications in the spring of 2016.

## Policy Considerations

Since the current SBEDA Ordinance went into effect in January 2011, community stakeholders and individual businesses have identified potential areas of improvement of our policy. They include:

-  Waiving SMWBEs subcontracting goals when SMWBEs bid as prime
-  Evaluation preference in construction solicitations when bidder joint ventures with an SMWBE
-  Extending CVR renewal term from one year to two years

# Aspirational Goals FY 2015

Annual aspirational goals are not applied to individual solicitations, but are intended to serve as a benchmark against which to measure the overall effectiveness of the SBEDA Program. Aspirational goals are established on an annual basis by the Goal Setting Committee and are based upon the availability of minority and women-owned businesses included in the City's Centralized Vendor Registry.



# Diversity Action Plan

In October 2012, City Council approved the mass selection of design consultants to perform on various projects within the 2012 Bond Program, but acknowledged the lack of African American businesses responding and receiving design contracts as prime consultants. The City Council requested staff develop an action plan to address this concern. Over the next three months, staff from various City departments met with numerous stakeholders to develop the Five-Year Diversity Action Plan, which was approved by City Council in January 2013.

The goals included in the Diversity Action Plan are to increase the number of minority and women businesses in the Central Vendor Registry and to increase the participation of minority and women businesses on City contracts. Each of these goals includes a number of strategies and tactics, which include outreach, identification, certification and registration of SMWBEs, effective solicitation planning, capacity building programs, continued implementation of SBEDA Program, workforce and youth development, and access to capital. In addition, an initial emphasis was placed on African American business recruitment and participation.

A few notable accomplishments during the first year of the plan included the execution of a memorandum of understanding with the University of Texas at San Antonio to provide procurement technical assistance to potential City bidders, a commitment from banks to offer a specialized loan product with relaxed lending guidelines, hiring of a marketing firm to conduct an outreach campaign, and recruiting and hosting out-of-town African American businesses. During 2014 we also focused on de-bundling contracts and review of solicitation methods to promote the most participation by bidders. We also amended the SBEDA Ordinance to increase the opportunity to provide prime preference to small businesses and began applying subcontracting goals specifically targeting African American business participation on construction contracts. We also launched the Management and Technical Assistance Program and hosted the EastPoint Job Readiness Workshop and Job Fair.

Implementation of these various tactics have resulted in an increase in the number of African American construction, architecture and engineering, professional services and goods and supplies businesses in the Central Vendor Registry, and an increase in utilization of African American businesses from \$273,109 in 2013 to \$3,332,476 in 2014. In collaboration with the Diversity Action Plan Oversight Subcommittee, we will continue to implement tactics within this plan to make further progress on these two goals.





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