



**Washington Suburban  
Sanitary Commission**

## **Small, Local and Minority Business Enterprise Program**

### ***Legislative Report***

**Fiscal Year 2010  
(July 1, 2009–June 30, 2010)**





# **Washington Suburban Sanitary Commission**

## **Small, Local and Minority Business Enterprise (SLMBE) Program**

### **LEGISLATIVE REPORT**

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***“Diversity, just the way we do business!”***

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# PURPOSE OF REPORT

The Washington Suburban Sanitary Commission's (WSSC) Small, Local and Minority Business Enterprise (SLMBE) Office respectfully submits this Legislative Report in accordance with Article 29 §3-102(6) and 3-109(h) of the Annotated Code of Maryland, which states the following:

*"By September 15 of each year, the WSSC shall issue a report concerning the implementation and administration of the Minority Business Enterprise Program for the fiscal year ending on the preceding June 30, and appropriate recommendations concerning the program, to the Montgomery County and Prince George's County Senate and House Delegations to the Maryland General Assembly."*



# Washington Suburban Sanitary Commission

14501 Sweitzer Lane • Laurel, Maryland 20707-5901

COMMISSIONERS  
Antonio L. Jones, Chair  
Dr. Roscoe M. Moore, Jr., Vice Chair  
Prem P. Agarwal  
Gene W. Counihan  
Hon. Adrienne A. Mandel  
Joyce Starks

GENERAL MANAGER  
Jerry N. Johnson

Dear Community and Business Partners:

It gives me great pleasure to present to you WSSC's FY'10 SLMBE Program Legislative Report which provides an overview of the past fiscal years activity in our SLMBE Office.

The Washington Suburban Sanitary Commission (WSSC) is committed to a supplier diversity program that is proactive and provides equal access to contracting opportunities. Our commitment to our Small, Local and Minority Business Enterprise (SLMBE) Program starts at the top of our company, and supplier diversity is embedded in the way we do business. Our Minority Business Enterprise (MBE) and Small Local Business Enterprise (SLBE) Programs formulate partnerships with small business owners, minority and women-owned business enterprises. These programs bring value-added businesses that reflect the communities WSSC serves into the Commission's supply chain.

The challenges faced in Fiscal Year 2010 (FY'10) have strengthened our SLMBE Programs. With resilience we have reached out to competitive and innovative certified MBE and SLBE firms, while remaining committed to providing trusted and convenient services and customized solutions that feature supplier development, compliance, outreach and supplier advocacy.

We continuously and consistently measure our SLMBE Program progress. Some of our significant accomplishments for FY'10 included:

- Exceeding our MBE Contract Payment objectives of 25 percent of total Contract Payments and Awards by achieving:
  - \$59.9 million (26 percent) MBE Contract Payments;
  - \$77 million (29 percent) MBE Contract Awards;
- Increasing the registered firms in our online bidder registration by 1,067 firms;
- Enrolling 65 new SLBE firms in our SLBE Program; and
- Expending \$10.8 million with SLBE firms, which is \$3.9 million more than FY'09 SLBE Payments.
  - Of the \$4.3 million awarded to SLBE firms in FY'10, \$526,000 were awarded in the SLBE Sheltered Market Program.

The Commission realizes the value of having a diverse and inclusive acquisition process that provides us with more options for better products and lower costs and supports us in providing quality and reliable service to our customers.

On November 30, 2009, the Commission voted to extend the current Interim Minority Business Enterprise (MBE) Program until April 30, 2011. While this Interim MBE Program is in effect, the Commission has undertaken a Disparity Study to establish its factual basis for a long-term MBE Program. These actions taken by the Commission demonstrates its commitment to providing business opportunities for small and minority businesses.

We appreciate the recognition we have received over this past fiscal year for our dedication to the SLMBE Community. In addition, we appreciate the support provided by our local business communities in Prince George's and Montgomery Counties.

Sincerely,

Jerry N. Johnson  
General Manager/CEO

## WHO WE ARE

WSSC was established on May 1, 1918. However, the concept of a bi-county water/sewer agency was first contemplated in 1912 following a strong complaint from our neighbors in the District of Columbia about the streams within the Nation's Capital being fouled by waste from Montgomery and Prince George's Counties.

The Commission was the brainchild of the public health officials, but it took the concentrated efforts of civic leaders like E. Brooke Lee, an esteemed Montgomery County politician, and T. Howard Duckett, a prominent Prince George's County attorney and entrepreneur (generally recognized as the "founding father" of the WSSC) to transform these admirable ambitions into what we all know today as the Commission.

The WSSC, which started with essentially no resources, has grown with its service area (now 1,000 square miles, housing a population of nearly 1.8 million) to become the 8th largest water and wastewater facility in the United States. The WSSC is governed by six Commissioners with equal representation from Montgomery and Prince George's Counties. The Commission is recognized as a national leader in the water and wastewater industry. In tandem with the mission of the Commission "to provide safe and reliable water in a financially and ethically responsible manner," the SLMBE Program seeks to increase contracting opportunities with small, local and minority businesses and create an inclusive purchasing environment. The Minority Business Enterprise (MBE) Program and Small Local Business Enterprise (SLBE) Program are multi-tiered programs complete with policies and procedures. The policies and procedures include, but are not limited to, expenditure goals, compliance, certification requirements, dedicated resources and extensive community outreach.

## OUR MISSION

We are entrusted by our community to provide safe and reliable water, life's most precious resource, and return clean water to our environment, all in an ethically and financially responsible manner.



## THE MISSION OF THE SLMBE OFFICE

The Small, Local and Minority Business Enterprise (SLMBE) Office is dedicated to creating an inclusive purchasing environment while building sustainable relationships; expanding opportunities; and cultivating the growth of small, local and minority business enterprises which adds value to the Commission and community we serve.

## OUR STRATEGY

Fiscally, to support the Commission in achieving its SLMBE objectives by offering trusted and convenient services to both our internal and external stakeholders through customized solutions that center around **Supplier Advocacy, Compliance, Extensive Outreach, And Supplier Development.**

***“Diversity, just the way we do business!”***



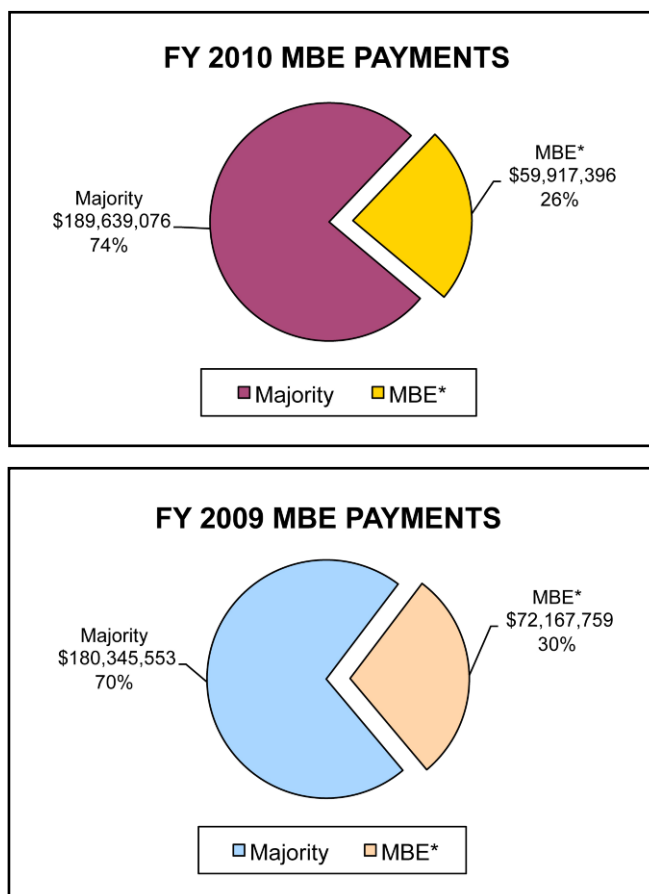


## EXECUTIVE SUMMARY

The Washington Suburban Sanitary Commission (WSSC or “The Commission”) is committed to the utilization and success of small, local and minority business enterprise firms in Prince George’s and Montgomery Counties, and the surrounding metropolitan area. At the center of the Commission are the Small, Local and Minority Business Enterprise (SLMBE) Programs, which are interwoven into our core values and strategic plan. In Fiscal Year 2010 (FY’10) the Commission launched the 2010 WSSC Disparity Study (Study) to evaluate how well WSSC’s current procurement policies promote equal opportunity in the awarding of its Contracts.

The SLMBE Program supports two initiatives, the Minority Business Enterprise (MBE) Program and the Small Local Business Enterprise (SLBE) Program. In FY’10, the Commission spent \$59.9 million with MBE firms\* (see figure E-1: FY’09 and FY’10 WSSC MBE Payments) and awarded \$77 million to MBE firms (see figure E-2: FY’09 and FY’10 WSSC MBE Awards page 10). The \$59.9 million MBE payments represents 26% of the Commission’s total contract payments. This report will share how the Commission implemented its various

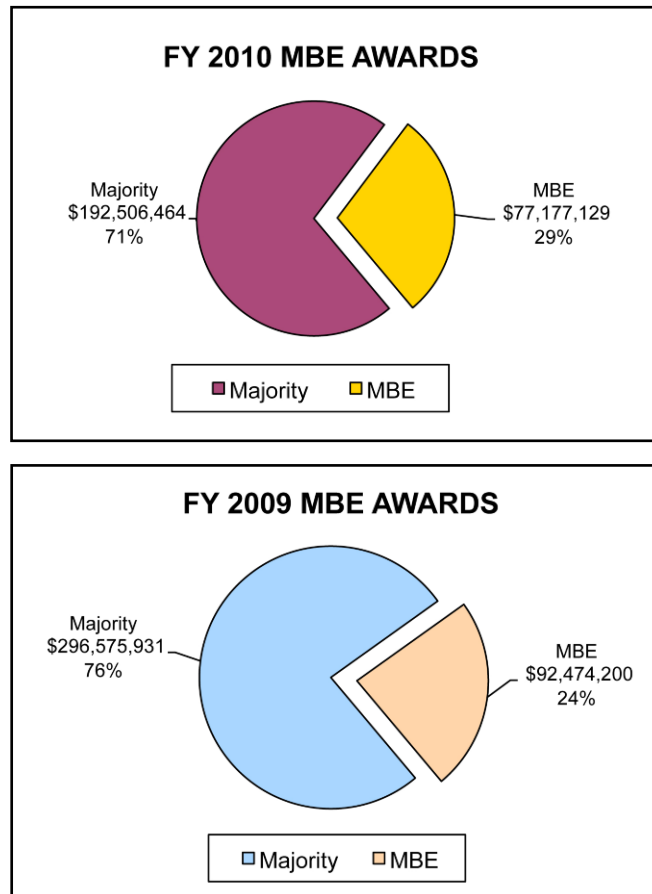
**E-1: FY 2009 and 2010 WSSC MBE Contract Payments**



\* Minority Business Enterprise (MBE) firms includes Disadvantaged Business Enterprise (DBE) and Women-owned Business Enterprise (WBE) firms.

business initiatives to exceed its MBE payment objectives of 25% in FY'10 and increase participation of SLMBE firms in the Commission's contracting opportunities.

## E-2: FY 2009 and 2010 WSSC MBE Contract Awards



In this FY'10 Legislative Report, you will read about WSSC's progress over the past fiscal year and its documented success. WSSC total contract award dollars, \$269 million, were less in comparison to FY'09 \$389 million total contract award dollars. The corresponding decline in MBE Contract awards was \$15 million (or 24 percent) from \$92 million in FY'09 to \$77 million in FY'10. The SLBE Program is a race-and-gender neutral program. Spending with our SLBE firms has significantly increased. The total contract payments made to SLBE firms in FY'10 was \$10.8 million, which is an increase of \$3.9 million, compared to the FY'09 SLBE contract payment total of \$6.9 million.

\* Minority Business Enterprise (MBE) firms includes Disadvantaged Business Enterprise (DBE) and Women-owned Business Enterprise (WBE) firms.

WSSC's SLMBE Office and staff attended, hosted and/or participated in 55 outreach events in FY' 2010. The WSSC Headquarters building in Laurel, Maryland is a regular host of meetings and events that support the diverse supplier community in this region. To that end, in FY'10 the WSSC's SLMBE Program received recognition for its accomplishments by external stakeholders and supporting organizations. Awards such as the Minority Business Champion Award, Minority Business Pioneer Award and the Commitment to the Success of Women Business Owners Award, were presented to the SLMBE Office in FY' 2010. In FY'10, a total of 1,067 new vendors registered in the Centralized Bidder Registration (CBR) system. The CBR is the Commission's web-based vendor registration system that was launched in FY'08. Also, the Commission welcomed 65 new firms in the SLBE program. This report will also identify how the Commission continued to increase Program awareness and utilization of SLMBE firms in our four contracting areas (Architectural and Engineering, Construction, Professional Services and Goods and Services).

The Commission is committed to ensuring fair access to all vendors, whether majority or large firms, small businesses, women-owned or minority business enterprises. The information outlined in this report supports this commitment and the achievements of the SLMBE Program.

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\* Minority Business Enterprise (MBE) firms includes Disadvantaged Business Enterprise (DBE) and Women-owned Business Enterprise (WBE) firms.



# INTERNAL EFFORTS

The commitment to our Small, Local and Minority Business Enterprise (SLMBE) Program starts with our Commissioners, General Manager/CEO and Leadership Team and is embraced by our staff. To that end, we strive to continuously improve our internal business processes and efforts. The SLMBE Office has identified and implemented a series of initiatives designed to strengthen relationships with small, local and minority business enterprise firms, our internal stakeholders and to fulfill our fiscal year MBE expenditure goal.

These efforts focused on extensive outreach and development; enhanced tracking and reporting of compliance measures; creating an engaged, educated and aware contracting environment; promoting, tracking and reporting the SLMBE data and metrics; continued involvement of the SLMBE Office in the acquisition process; providing targeted support for specialized contracting opportunities; and full coordination with key departments within the Commission to increase awareness of and leverage the SLMBE Program.

*The following describes some of the internal activities that were implemented in Fiscal Year 2010:*

- **Improved Communication and Self-Service Options via the Internet/Intranet.** The Commission has redesigned its Internet and Intranet websites. Members of the SLMBE Office actively participated in the process. WSSC continues to maintain a SLMBE website and has added a Disparity Study webpage as part of its corporate site at [www.wsscwater.com](http://www.wsscwater.com) and its Intranet website. The Corporate website provides information to external stakeholders about the materials and services purchased by WSSC, as well as our Buyers' contact information, CBR registration and upcoming procurement



opportunities. The new websites are updated daily and are more user-friendly. The SLMBE Office has leveraged technology to improve the self-service options of its internal and external stakeholders, and to communicate key information about the program. The self-service options provide another means by which our internal and external stakeholders can interface with the SLMBE Office to obtain the information and support needed. Also, the SLMBE Intranet web pages now feature a 2010 WSSC Disparity Study webpage, a Compliance webpage that contains a direct link to the SymTrac™ web-based compliance application, and frequently used documents and forms. External stakeholders can now register on-line for outreach events; and access the Centralized Bidder Registration (CBR) system from the corporate homepage; and access forms, applications, resources, and information about the Disparity Study project. In addition, a web-based feedback tool was added to the websites to provide the SLMBE Office with real-time feedback about its outreach events and service offerings.

- **Enhanced Supplier Development.** In an effort to provide added value and supplier development, the SLMBE Office provided a series of targeted workshops to supplement its annual vendor days. These developmental workshops provided attendees with information about contracting opportunities, the SLBE approval process, business development and provided access to resources. The following are a list of some of the targeted workshops:

- Enhanced Nutrient Removal (ENR);
- SLBE Clinic;
- Access to Building Capital and Importance of Insurance and Bonding; and
- A Question and Answer Session for the Emergency Bypass Pumping System project.



Each event produced successful attendance, resulting in the SLMBE Office receiving positive feedback from attendees and interest for additional supplier development workshops in the future.

- **Demonstrated Improvements in Compliance.** The SLMBE Office continued to improve compliance via educational and awareness training sessions, implementing prevention measures and enforcing the Program policies. The SLMBE Office offered SymTrac™ training sessions for internal and external stakeholders. Prime Contractors and Contract/Project Managers are able to monitor all of their contracts via SymTrac™. They are also able to create complete and accurate compliance reports pertaining to contracts within specific areas. The SLMBE Office provided specialized SymTrac™ training to internal stakeholders that focused on the functionalities of SymTrac™ that supported the Contract/Project Managers with monitoring their contracts and their Prime contractors' subcontracting performance. The SLMBE Office conducted site visits to resolve compliance matters, established a "Firms To Watch" compliance tracking list, issued quarterly SymTrac™ compliance reports to internal stakeholders and participated in Compliance Review Meetings with Contract/Project Managers to support internal



stakeholders with ensuring compliance with the SLMBE Program. The SLMBE Office joined Buyers and Contract/Project Managers at performance review meetings with Prime Contractors to provide compliance updates. The SLMBE Office continues to report MBE and SLBE payments and awards via the SLMBE Dashboard.

- **Continued Involvement in the Acquisition Process.** In FY'10 the Commission hired a new Acquisition Director. The Acquisition and SLMBE Directors are working together to enhance and formalize business processes that will lead to the full integration of the SLMBE Program into the Acquisition process, from the time a good/service is forecasted to its retirement or expiration. This will add value to the long-term strategic objectives of the Commission, and impact the performance objectives of the Commission staff. In addition, the continued involvement of the SLMBE Office in the Acquisition Process will support a culture that embraces the SLMBE Program objectives. The SLMBE Office has increased its presence at pre-bid meetings and contract kick-off meetings. Previously, only contracts more than \$25,000.00 were forwarded to the SLMBE Office for review and recommendation. Today, the SLMBE Office provides support for purchases that are less than \$25,000.00. The SLMBE Office actively participates on contract review committees.



- **Hosted the First SLMBE Business Fair Highlighting WSSC's Support Services and Professional Services Departments.** The SLMBE Office hosted its first Support and Professional Services Business Fair on May 11, 2010. There were over 100 business owners in attendance. Those in attendance were able to network with representatives from many exhibiting WSSC departments, gaining critical insight to the services required and sharing information about their corporate capabilities. The exhibits included Internal Audit, Finance Office, Fair Practice Office, Strategic Systems Management Office, Communications and Community Relations, General Counsel's Office, Intergovernmental Relations and Acquisitions Office.
- **Commenced WSSC 2010 Disparity Study.** The purpose of the WSSC 2010 Disparity Study (Study) is to evaluate how well WSSC's current procurement policies promote equal opportunity in the award of its contracts, and to evaluate the business market in this region. The Study will determine if a statistical disparity exists in the awarding of WSSC contracts to woman-owned and minority-owned firms relative to the availability of such firms in the market place. The results will provide WSSC with a factual predicate as required by law for future Program efforts.

The Study methodology is to conduct data and procurement policies assessments, determine relevant geographic market area, conduct data collection, perform availability and utilization analysis, compute disparity ratios, conduct anecdotal analysis, conduct in depth interviews, evaluate race-gender neutral alternatives and develop recommendations pursuant to Study findings.





# PERFORMANCE MEASURES, DATA & GRAPHS

## The SLMBE Program Brings Results in Fiscal Year 2010

In FY'10, the Commission's total contract awards were \$269,633,593.00. This amount represents contracts awarded in four (4) contracting areas: Architectural and Engineering, Construction Services, Professional Services and Goods and Services. Of the total contracts awarded in FY'10, \$77,127,129.00 or 29% was awarded to certified Minority Business Enterprise (MBE) firms. In FY'10, the Commission's total contract payments were \$249,556,472.00. The contract payments to MBE firms were \$59,917,396.00 or 26% of the Commission's total contract payments, which exceeded the organization-wide MBE payment objective of 25%. It is important to note that the Commission continues to surpass its peers in capturing, monitoring and reporting SLMBE payments data, which is essential to reporting the effectiveness of the SLMBE program. The SLMBE Office received 36 waiver requests in FY'10. Of the 36 waiver requests, 21 were approved and 15 were denied. Of the 21 approved waivers, 17 were partial waiver requests. The Leadership team and WSSC staff played an integral role in making significant progress in this area by ensuring that good faith measures were documented to the Commission and scrutinizing all requests to modify sub-contracting commitments to ensure good faith efforts were employed by Prime Contractors.

**Figure 1: Summary of Total Contract Payments for FY'10**

Contracting Area	Goal	M/WBE*	M/WBE%	MBE	WBE	Majority
A/E Services	24%	\$11,067,654	31%	\$ 8,062,677	\$ 3,004,977	\$ 33,052,269
Construction Services	20%	\$ 5,229,127	6%	\$ 4,573,035	\$ 656,092	\$ 81,194,925
Goods and Services	28%	\$42,270,909	40%	\$22,300,549	\$19,970,360	\$ 72,264,297
Professional Services	20%	\$ 1,349,706	32%	\$ 675,615	\$ 674,091	\$ 3,127,585
<b>Totals</b>	<b>25%†</b>	<b>\$59,917,396</b>	<b>26%</b>	<b>\$35,611,876</b>	<b>\$24,305,520</b>	<b>\$189,639,076</b>

†Fiscal Year MBE payments objective

**NOTE:** M/WBE dollars (excluding subcontract payment) + Majority dollars = Total Payments. The total M/WBE\$/Total Payments = Total M/WBE%

The following pages depict a breakdown of Contract awards and payments for FY'10. WSSC strives to provide current, correct and complete information in order to create transparency, accountability and to ensure compliance with the SLMBE Program objectives, as well as to demonstrate how the MBE and SLBE Programs performed in FY'10.

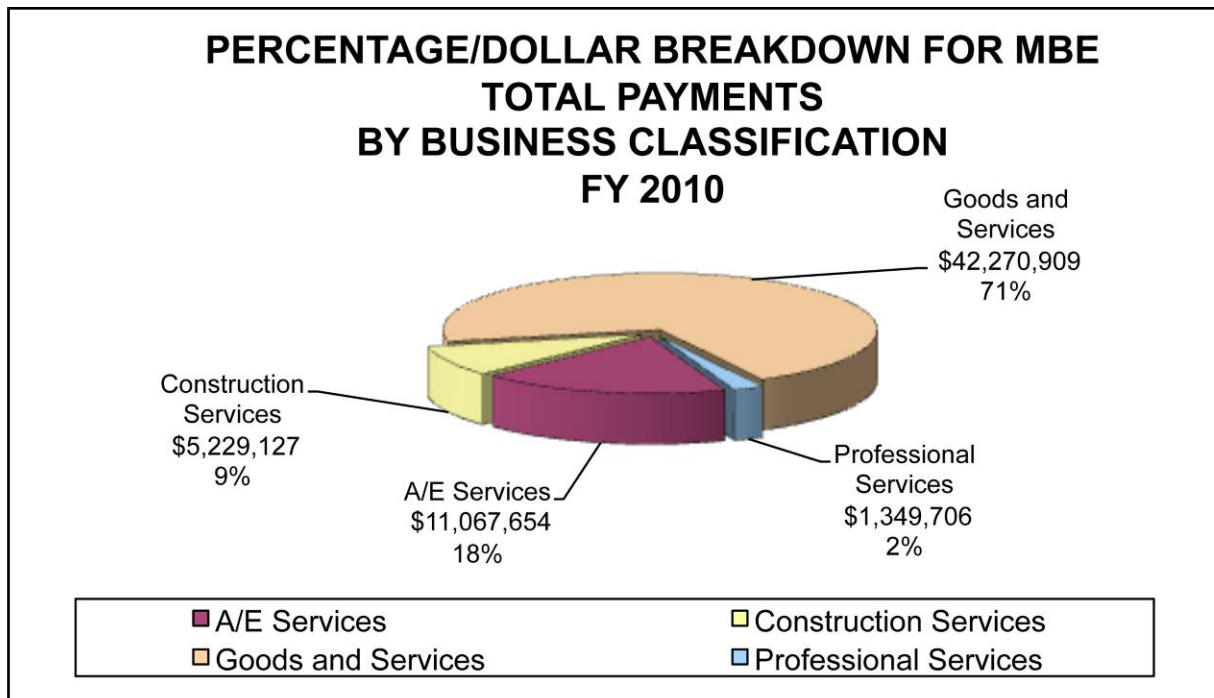
\* Minority Business Enterprise (MBE) firms includes Disadvantaged Business Enterprise (DBE) and Women-owned Business Enterprise (WBE) firms.

## SUMMARY OF TOTAL CONTRACT PAYMENTS AND AWARDS FOR FY 2010

In FY'10, WSSC exceeded its goal to pay 25% of its total contracted dollars to minority-owned firms. MBE contract award amounts serve as a leading indicator for WSSC MBE contract performance. However, it is payments to MBE firms that, ultimately, measure the success of the program and contributes to the growth of MBE firms. Architectural and Engineering and Construction generally have long-term contracts that may be paid over a period of multiple fiscal years. Goods and Services and Professional Services contracts normally pay out in a much shorter period of time.

The graph below represent the breakdown of the \$59.9 million dollars paid to MBE firms in the four (4) contracting areas for FY'10.

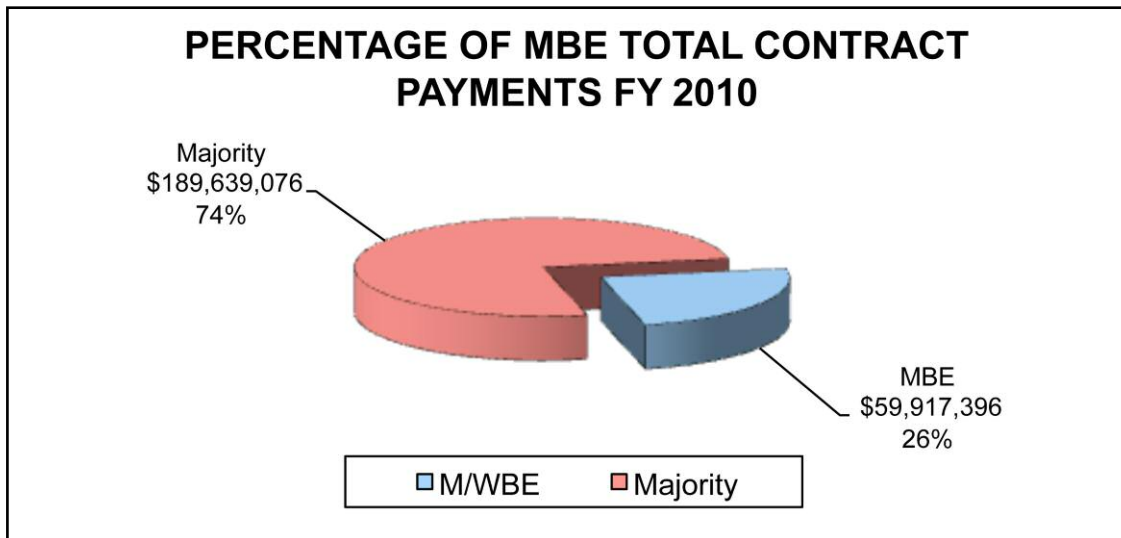
**Figure 2: Percentage/Dollar Breakdown for MBE Total Payments  
by Business Classification FY 2010**



PLEASE NOTE: M/WBE dollars (excluding subcontract payment) + Majority dollars = Total Payments. MBE and WBE awards dollars include Prime and Subcontractor award dollars. Majority award dollars are adjusted to exclude amount proffered to subcontractors.

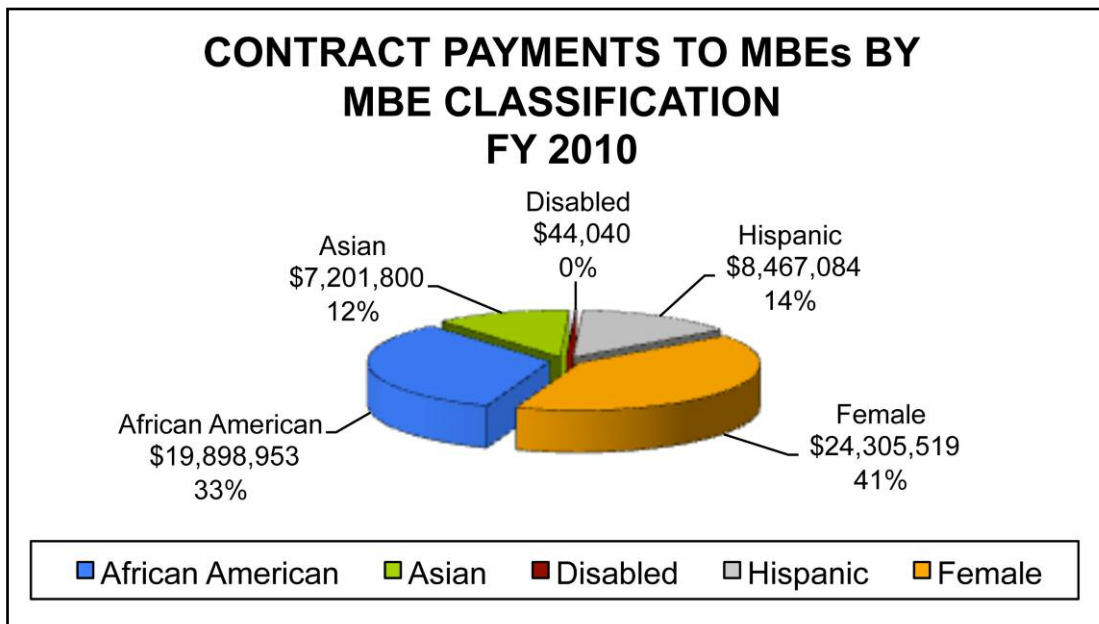
## FY 2010 Total MBE Contract Payments

Figure 3-A Percentage of MBE Total Contract Payments FY 2010



Of the \$59.9 million in contract payments to MBE firms in FY'10, \$19.9 million (33%) went to African American–owned firms; \$8,467,084 million (14%) went to Hispanic-owned firms; \$24,305,519 million (41%) went to Female-owned firms; and \$7.2 million (12%) went to Asian-owned firms.

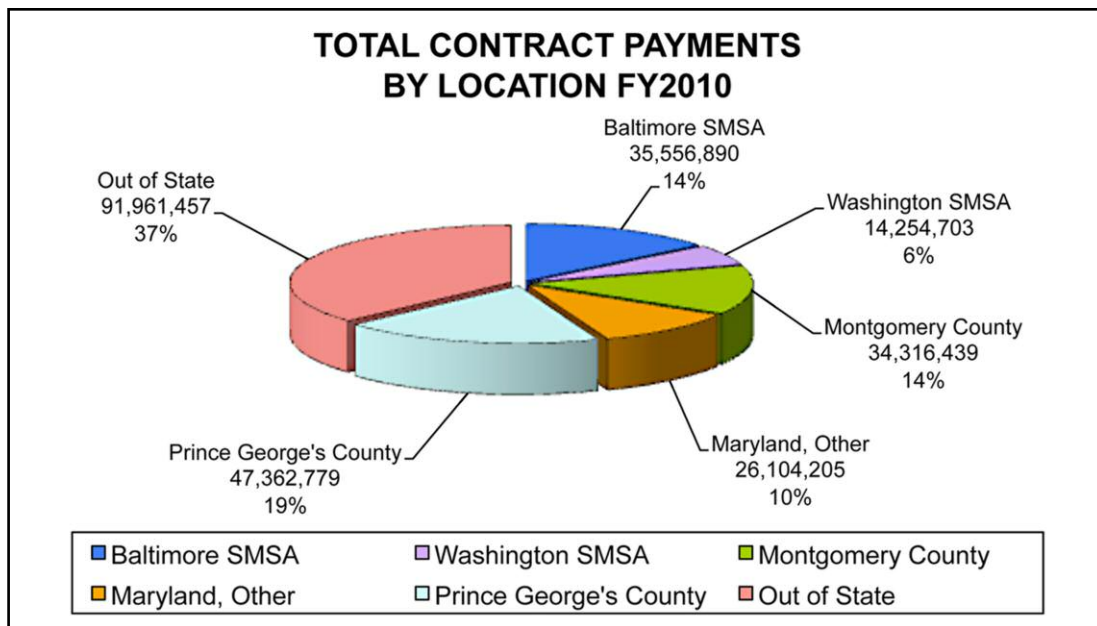
Figure 3-B Summary of Contract Payments to MBEs by MBE Classification FY 2010



Payments equal less than 1%

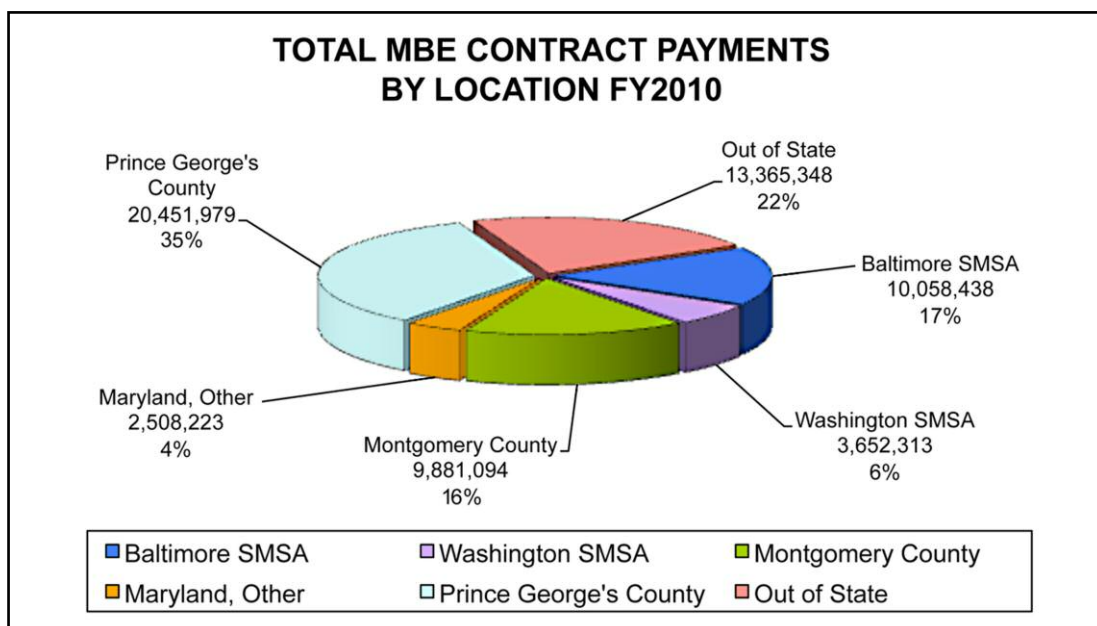
**PLEASE NOTE:** M/WBE dollars (excluding subcontract payment) + Majority dollars = Total Payments. MBE and WBE awards dollars include Prime and Subcontractor award dollars. Majority award dollars are adjusted to exclude amount proffered to subcontractors.

**Figure 3-C Total Contract Payments by Location FY 2010**



Of the Commission's \$59.9 million Contract payments to MBE firms in FY'10, \$9.9 million (16%) went to firms in Montgomery County and \$20 million (35%) went to firms in Prince George's County.

**Figure 3-D Total MBE Contract Payments by Location FY 2010**



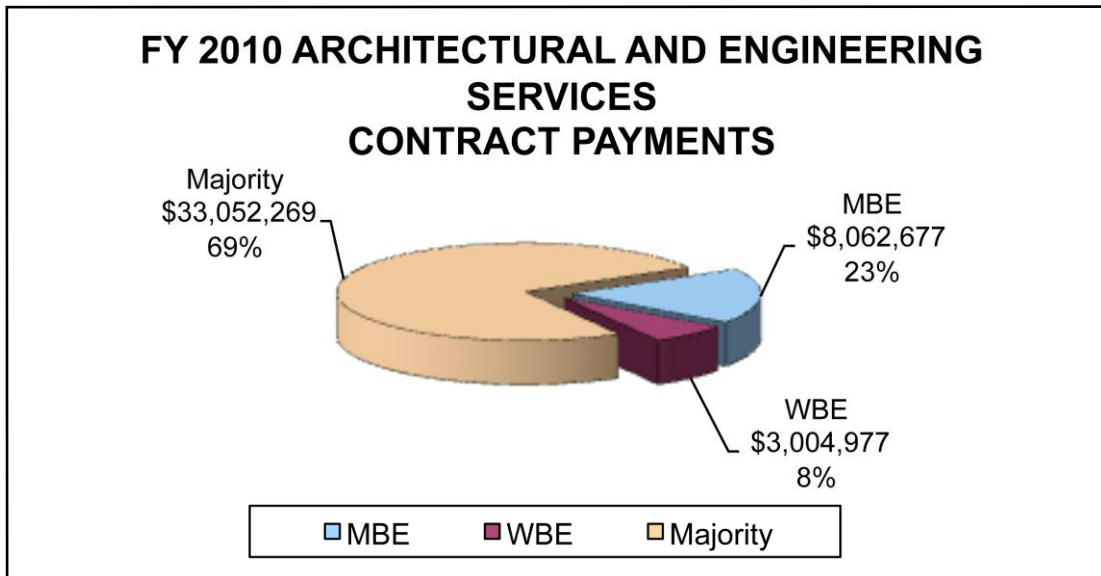
**NOTE:** Total Contract Payments and Total Contract Payments by Location are rounded to the nearest dollar amount.

**PLEASE NOTE:** M/WBE dollars (excluding subcontract payment) + Majority dollars = Total Payments. MBE and WBE awards dollars include Prime and Subcontractor award dollars. Majority award dollars are adjusted to exclude amount proffered to subcontractors.

## SUMMARY OF FY 2010 CONTRACT PAYMENTS TO MBE FIRMS BY CONTRACTING AREA

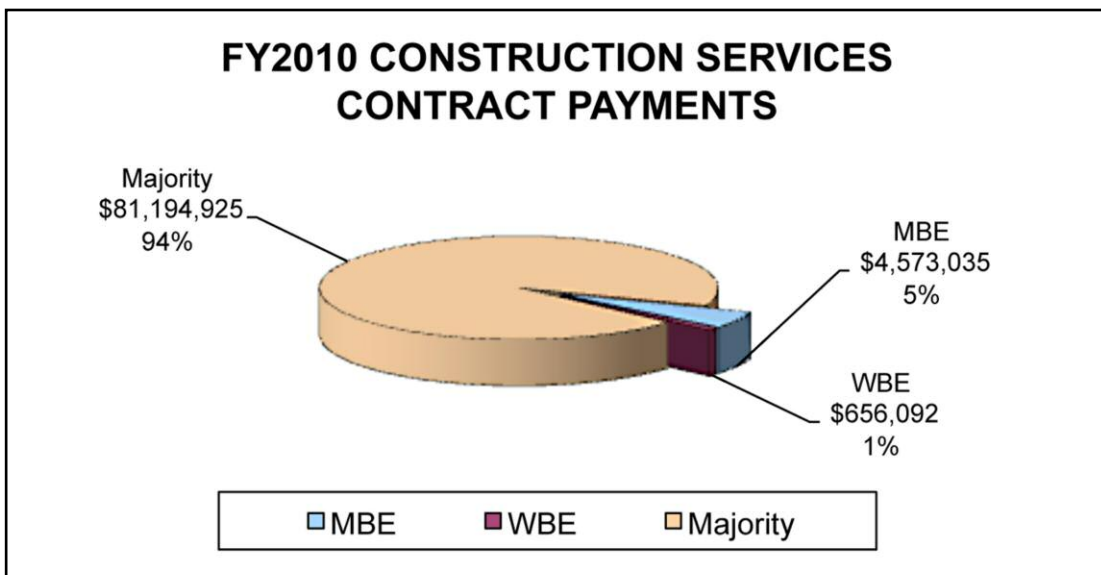
Architectural and Engineering contract payments totaled \$44 million. Of the total contract payment amount, \$8 million (23%) went to MBE firms and \$3 million (8%) went to women-owned businesses (WBE) firms.

**Figure 4-A FY 2010 Architectural and Engineering Services Contract Payments**



Construction Services contract payments totaled \$86.4 million. Of the total contract payment amount, \$4.5 million (5%) went to MBE firms and \$656 thousand (less than 1%) went to WBE.

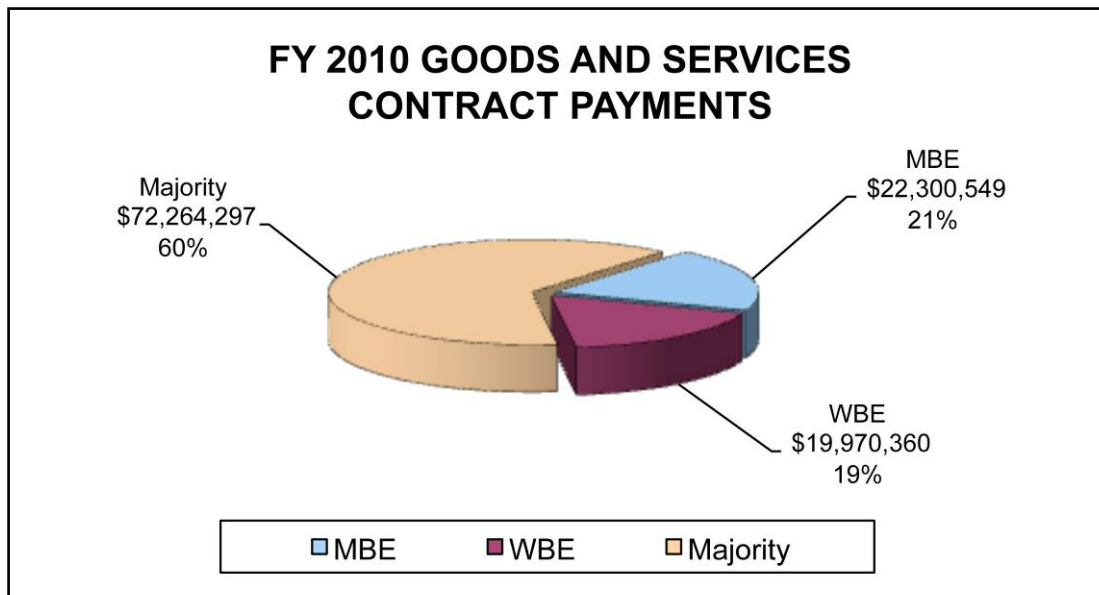
**Figure 4-B FY 2010 Construction Services Contract Payments**



PLEASE NOTE: M/WBE dollars (excluding subcontract payment) + Majority dollars = Total Payments. MBE and WBE awards dollars include Prime and Subcontractor award dollars. Majority award dollars are adjusted to exclude amount proffered to subcontractors.

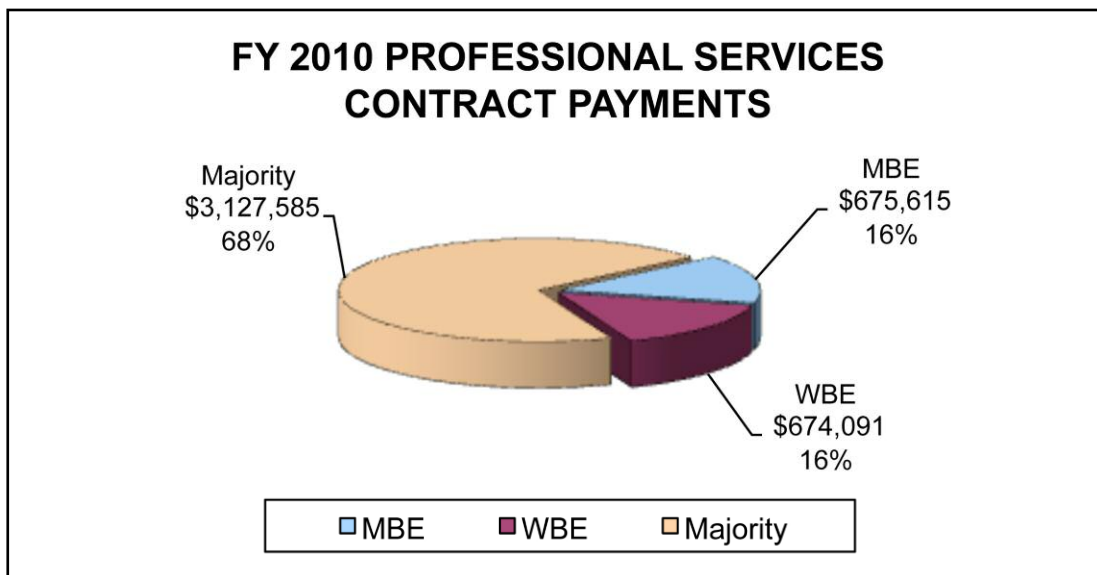
Goods and Services contract payments totaled \$114.5 million. Of the total contract payment amount, \$22.3 million (21%) went to MBE firms and \$19.9 million (19%) went to WBE firms.

**Figure 4-C FY 2010 Goods and Services Contract Payments**



Professional Services contract payments totaled \$4.4 million. Of the total contract payment amount \$675 thousand (16%) went to MBE firms and \$674 thousand (16%) went to WBE firms.

**Figure 4-D FY 2010 Professional Services Contract Payments**



PLEASE NOTE: M/WBE dollars (excluding subcontract payment) + Majority dollars = Total Payments. MBE and WBE awards dollars include Prime and Subcontractor award dollars. Majority award dollars are adjusted to exclude amount proffered to subcontractors.

## SUMMARY OF FY 2010 CONTRACT AWARDS TO MBE FIRMS

In FY'10, the total Contracts awarded to MBE firms was \$77 million, which represents 29% of total contract awards.

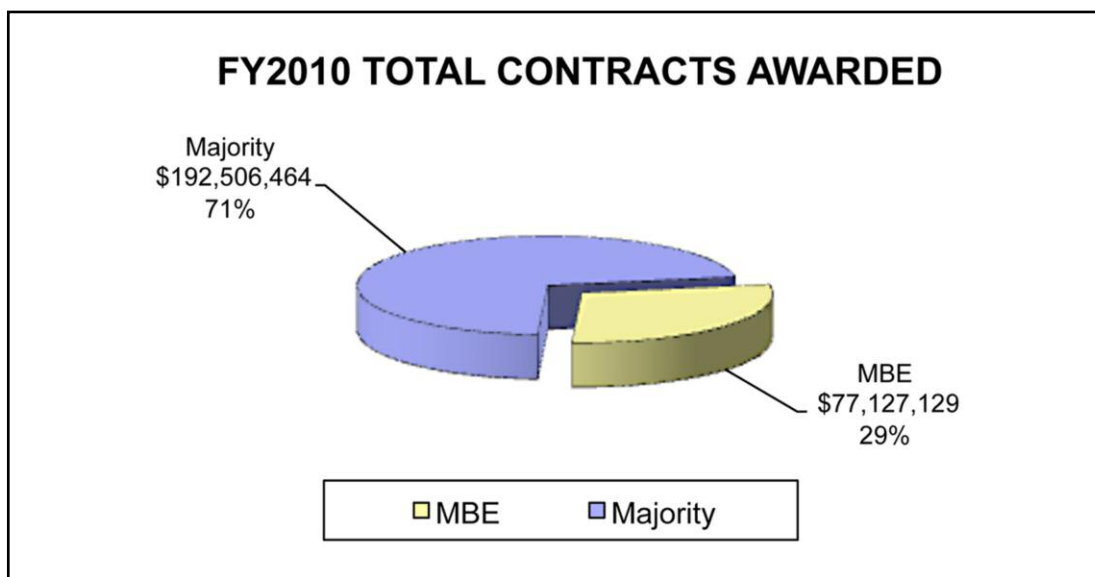
**Figure 5: FY'10 Summary of Total MBE Contract Awards**

Contracting Area	MBE%	MBE*	Majority	Total
A/E Services	47%	\$ 16,411,851	\$ 18,299,424	\$ 34,711,275
Construction Services	16%	\$ 16,305,886	\$ 86,850,092	\$103,155,978
Goods & Services	34%	\$ 42,925,694	\$ 82,988,285	\$125,913,979
Professional Services	25%	\$ 1,483,698	\$ 4,368,663	\$ 5,852,361
<b>Totals</b>	<b>29%**</b>	<b>\$ 77,127,129</b>	<b>\$192,506,464</b>	<b>\$269,633,593</b>

\* MBE refers to both certified minority and women business enterprises

\*\* This number represents the MBE percentage (%) of the total contract awarded amount

**Figure 5: FY'10 Summary of Total MBE Contract Awards**



NOTE: MBE and WBE awards dollars include Prime and Subcontractor award dollars.

PLEASE NOTE: M/WBE dollars (excluding subcontract payment) + Majority dollars = Total Payments. MBE and WBE awards dollars include Prime and Subcontractor award dollars. Majority award dollars are adjusted to exclude amount proffered to subcontractors.

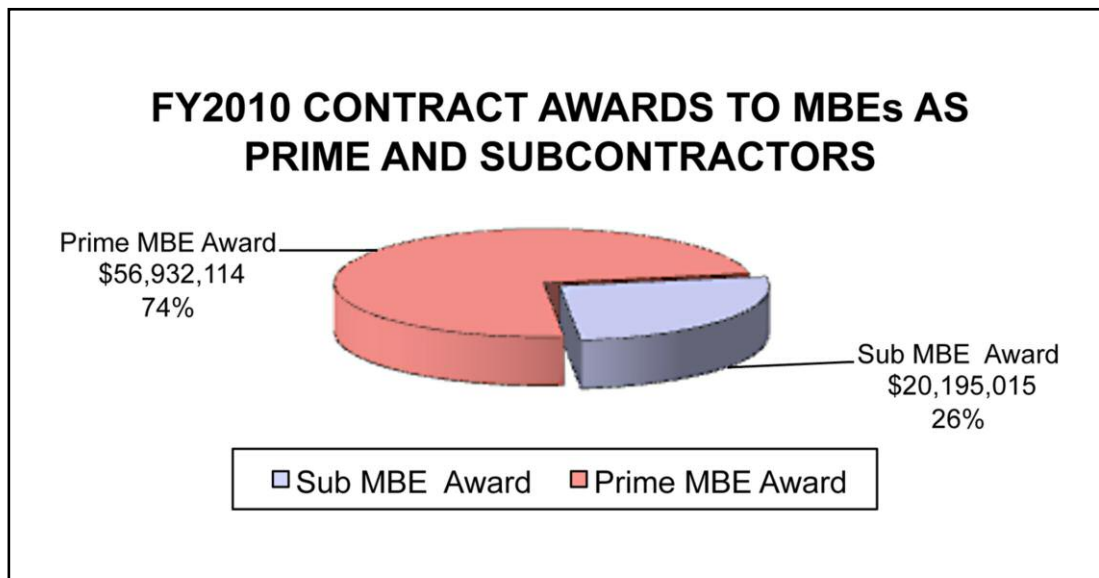
## SUMMARY OF TOTAL MBE PRIME AND SUBCONTRACT AWARDS FY 2010

In FY'10, the total Contracts awarded to MBE firms were \$77 million. Of the \$77 million, \$56.9 million (74%) was awarded to Prime MBE firms and \$20 million (26%) was proffered to MBE Subcontractors.

### SUMMARY OF TOTAL MBE PRIME AND SUBCONTRACT AWARDS FY'10

Contracting Area	Sub % of MBE	Sub MBE Award	Prime MBE Award	Total MBE Award
A/E Services	41%	\$ 6,780,360	\$ 9,631,491	\$ 16,411,851
Construction Services	9%	\$ 1,419,110	\$ 14,886,776	\$ 16,305,886
Goods & Services	25%	\$ 10,705,545	\$ 32,220,149	\$ 42,925,694
Professional Services	87%	\$ 1,290,000	\$ 193,698	\$ 1,483,698
<b>Totals</b>	<b>26%</b>	<b>\$ 20,195,015</b>	<b>\$ 56,932,114</b>	<b>\$ 77,127,129</b>

**Figure 6-A FY 2010 Contract Awards to MBEs as Prime and Subcontractors**

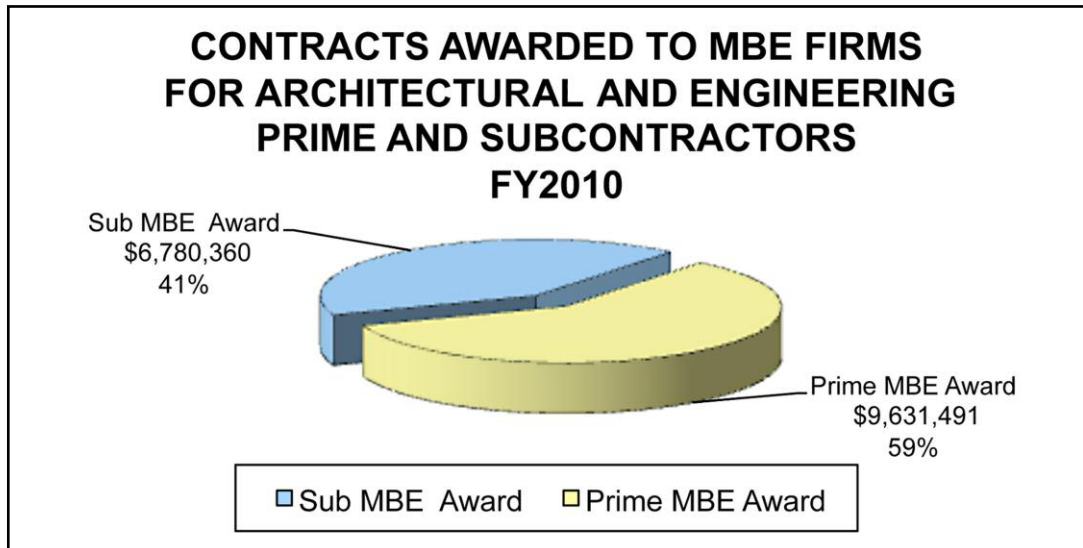


PLEASE NOTE: M/WBE dollars (excluding subcontract payment) + Majority dollars = Total Payments. MBE and WBE awards dollars include Prime and Subcontractor award dollars. Majority award dollars are adjusted to exclude amount proffered to subcontractors.

## FY'10 CONTRACT AWARDS TO MBE FIRMS BY CONTRACTING AREA (PRIME AND SUBCONTRACTOR COMPARISON)

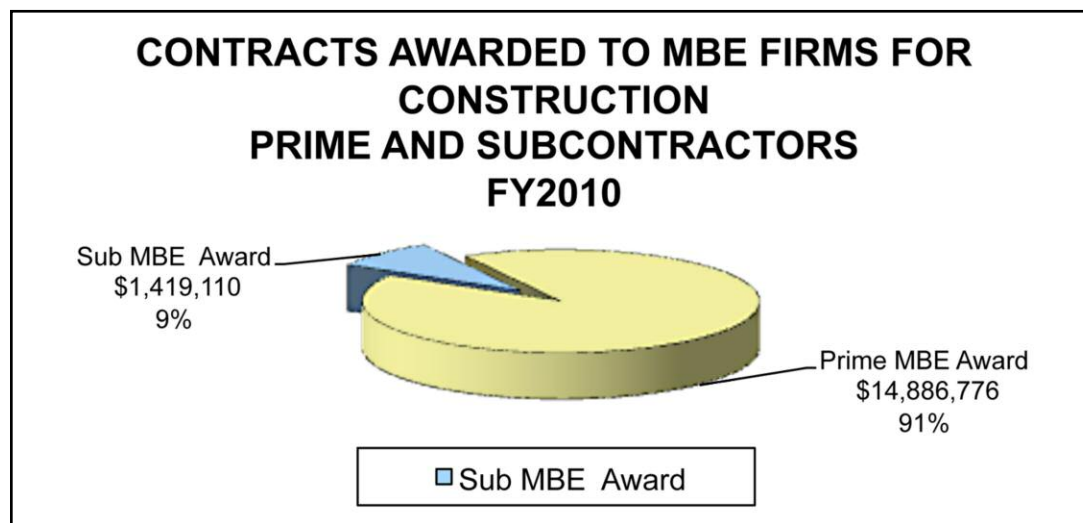
In FY'10, the Contracts awarded to Architecture and Engineering (A/E) MBE firms totaled \$16.4 million. Of the total MBE awarded Contracts, approximately \$9.6 million (59%) was awarded to Prime Architectural and Engineering Service MBE firms and \$6.8 million (41%) was proffered to MBE Architectural and Engineering Service Subcontractors.

**Figure 7-A Contracts Awarded to MBE Firms for Architectural and Engineering  
Prime and Subcontractor FY'10**



In FY'10, the contracts awarded to Construction Service MBE firms totaled \$16.3 million. Of the total MBE awarded contracts, approximately \$14.9 million (91%) was awarded to Prime Construction firms and \$1.4 million (9%) was proffered to MBE Construction Subcontractors.

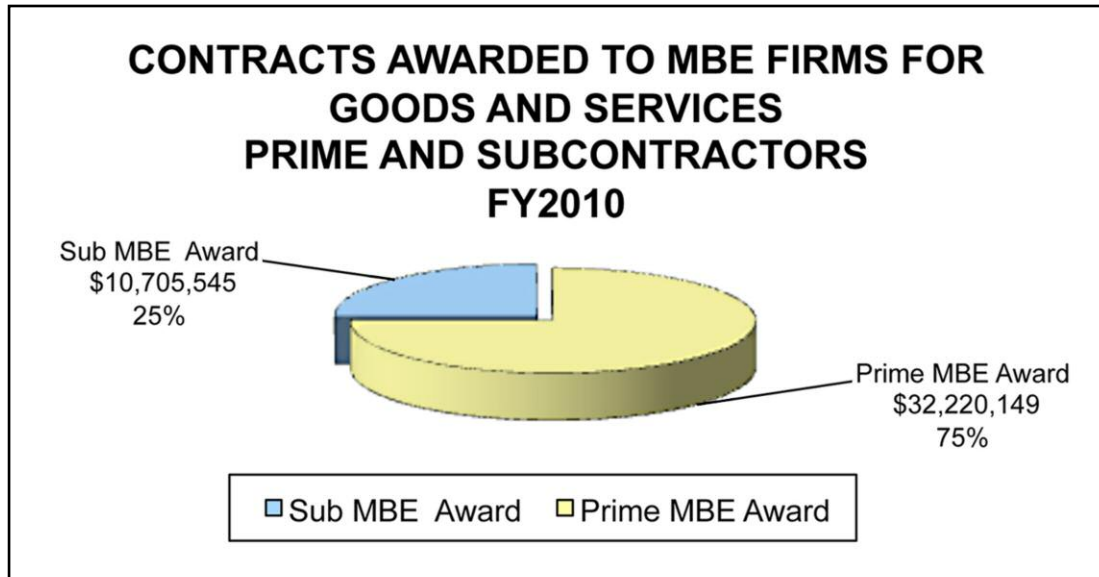
**Figure 7-B Contracts Awarded to MBE Firms for Construction  
Prime and Subcontractor FY'10**



PLEASE NOTE: M/WBE dollars (excluding subcontract payment) + Majority dollars = Total Payments. MBE and WBE awards dollars include Prime and Subcontractor award dollars. Majority award dollars are adjusted to exclude amount proffered to subcontractors.

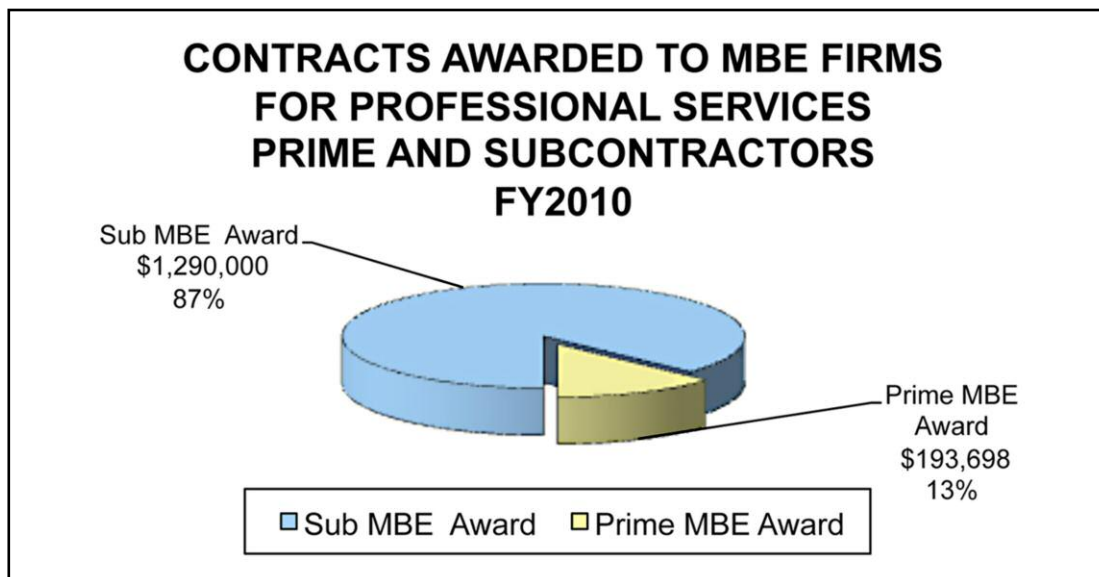
In FY'10, the Contracts awards to Goods and Services MBE firms totaled \$42.9 million. Of the total MBE awarded contracts, approximately \$32.2 million (75%) was awarded to Prime Goods and Service MBE firms and \$10.7 million (25%) was proffered to MBE Goods and Service Subcontractors

**Figure 7-C Contracts Awarded to MBE Firms for Goods and Services  
Prime and Subcontractor FY'10**



In FY'10, the Contracts awarded to Professional Service MBE firms totaled \$1.5 million. Of the total MBE awarded contracts, approximately \$193 thousand (13%) was awarded to Prime Professional Service MBE Firms and \$1.29 million (87%) was proffered to MBE Professional Service Subcontractors.

**Figure 7-D Contracts Awarded to MBE Firms for Professional Services  
Prime and Subcontractors FY'10**

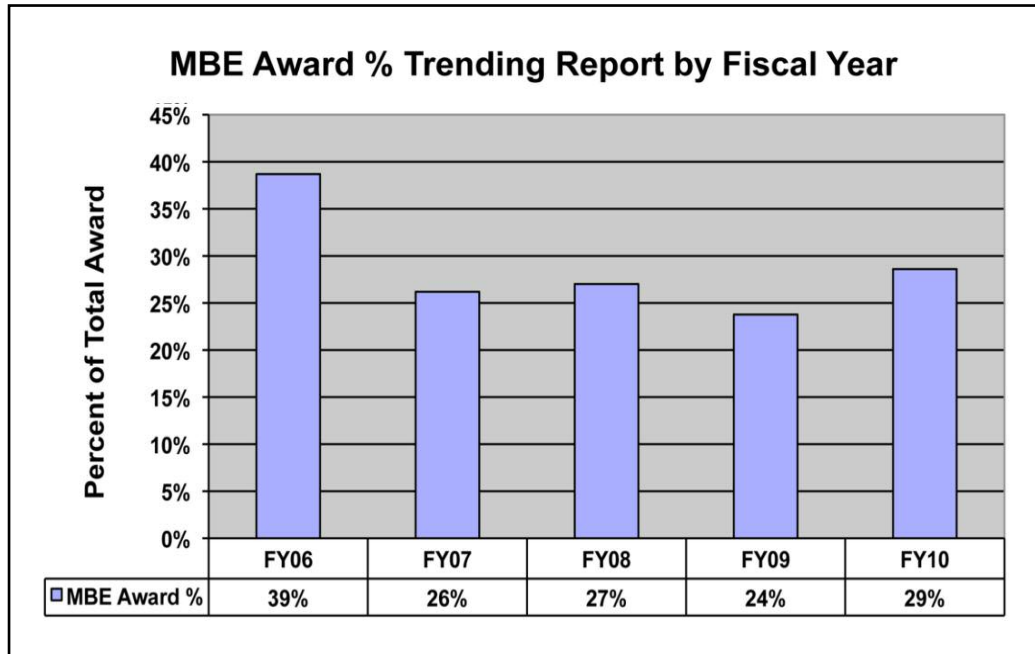


**PLEASE NOTE:** M/WBE dollars (excluding subcontract payment) + Majority dollars = Total Payments. MBE and WBE awards dollars include Prime and Subcontractor award dollars. Majority award dollars are adjusted to exclude amount proffered to subcontractors.

## FY 2010 FIVE-YEAR FISCAL YEAR TRENDING REPORT

The trending data reveals that on average the Commission awards 29% of the total Contracts to MBE firms. Although FY'06 percentages for awards to MBE firms were higher (39%), FY'07 through FY'10 have higher contract dollar amounts awarded to MBE firms.

**Figure 8-A MBE Award % Trending Report by Fiscal Year**



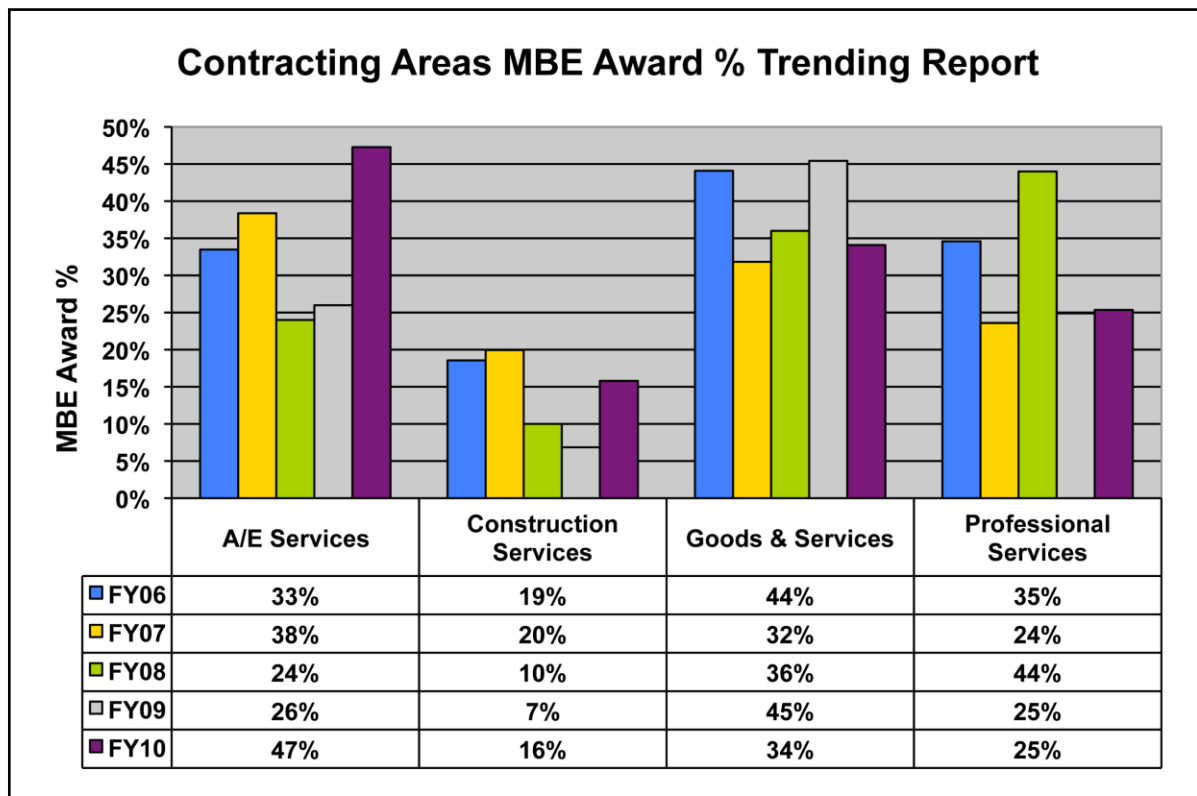
**Figure 8-B: Summary Report Fiscal Year Trending Contract Dollars**

Fiscal Year	MBE%	MBE Award	Majority Award	Total Award
2006	39%	\$ 53,524,242	\$ 84,814,731	\$138,338,973
2007	26%	\$ 72,782,806	\$205,074,979	\$277,857,785
2008	27%	\$ 58,458,423	\$157,895,269	\$216,353,692
2009	24%	\$ 92,474,200	\$296,575,931	\$389,050,131
2010	29%	\$ 77,127,129	\$192,506,464	\$269,633,593

PLEASE NOTE: M/WBE dollars (excluding subcontract payment) + Majority dollars = Total Payments. MBE and WBE awards dollars include Prime and Subcontractor award dollars. Majority award dollars are adjusted to exclude amount proffered to subcontractors.

This chart depicts contract awards for a five year (fiscal year) period by contracting areas. In FY'10, the MBE contract award percentage declined from FY 2009 (45%) to FY'10 (34%) for Goods and Services. Despite this decline, in other contracting areas there were either increases in the contract award percentages to MBE firms or the MBE contract award percentage remained the same. In FY'10, the MBE contract award percentage in Architectural and Engineering increased by 21% in comparison to FY' 09; and the MBE contract award percentage in Construction increased by 9% in comparison to FY' 09. Professional Services MBE contract award percentage remained the same for FY' 09 and FY'10.

**Figure 8-C: Contracting Areas MBE Award Fiscal Year Trending Report – By Percentages**



PLEASE NOTE: M/WBE dollars (excluding subcontract payment) + Majority dollars = Total Payments. MBE and WBE awards dollars include Prime and Subcontractor award dollars. Majority award dollars are adjusted to exclude amount proffered to subcontractors.

## THE SMALL LOCAL BUSINESS ENTERPRISE (SLBE) PROGRAM DATA AND METRICS

The SLBE Program is intended to provide a race and gender-neutral Program for the Commission to use in its efforts to ensure that all segments of its local business community, Prince George's and Montgomery Counties, have a significant opportunity to participate in WSSC contracts. The SLBE Program provides additional avenues for the development of capacity and sources of competition for WSSC contracts from the growing pool of small and local businesses.

In Fiscal Year 2010 (FY'10) WSSC's payments to SLBE firms totaled \$10,795,094.00. This is a \$3.9 million increase from FY'09 (\$6,923,886.00). The dollars associated with the SLBE Program are strictly SLBE payments. Payments to SLBE firms by Contracting Area are listed in the table below.

### FY'10 Payments to SLBE Firms

**Figure 9-A: FY'10 Payments to SLBE Firms By Contracting Area**

Contracting Area	Totals
A/E Services	\$ 11,750.00
Construction Services	\$ 10,153,243.00
Goods & Services	\$ 533,355.00
Professional Services	\$ 96,746.00
<b>Totals</b>	<b>\$ 10,795,094.00</b>

Of the total payments to SLBE firms, \$5,954,314 went to SLMBE firms located in Prince George's County and \$3,704,675 went to SLBE firms located in Montgomery County, as depicted in the chart below.

**Figure 9-B: FY'10 Payments to SLBE Firms By County**

County	Total SLBE Payments
Montgomery County	\$ 3,704,675.00
Prince George's County	\$ 5,954,314.00
Non-Local*	\$ 1,136,105.00
<b>Totals</b>	<b>\$ 10,795,094.00</b>

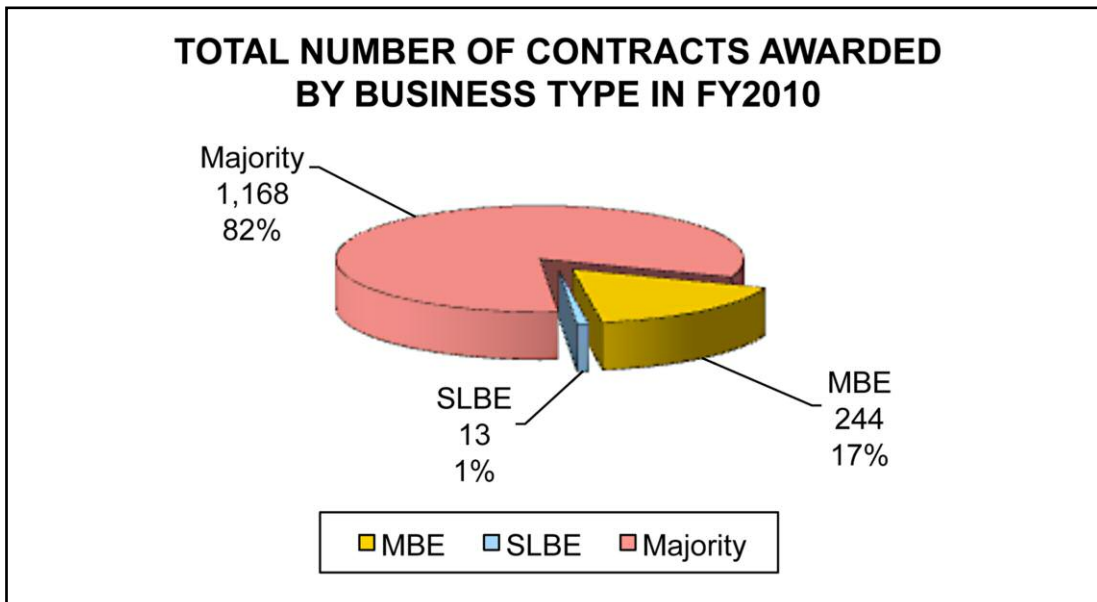
\* Firms located outside of Montgomery or Prince George's Counties may participate in the SLBE Program if at least twenty-five percent of their workforces is domiciled in one or both counties.

PLEASE NOTE: M/WBE dollars (excluding subcontract payment) + Majority dollars = Total Payments. MBE and WBE awards dollars include Prime and Subcontractor award dollars. Majority award dollars are adjusted to exclude amount proffered to subcontractors.

## FY'10 TOTAL NUMBER OF CONTRACTS AWARDED

In FY'10, the Commission awarded 1,425 contracts. This is 326 less than the total number of contracts awarded in FY'09 which was 1,751. Seventeen percent (244) of these contracts were awarded to MBE firms and 1% (13) was awarded to SLBE firms.

**Figure 10-A: Total Number of Contracts Awarded by Business Type in FY'10**



**Figure 10-B: Total Number of Contracts Awarded by Business Type in FY'10**

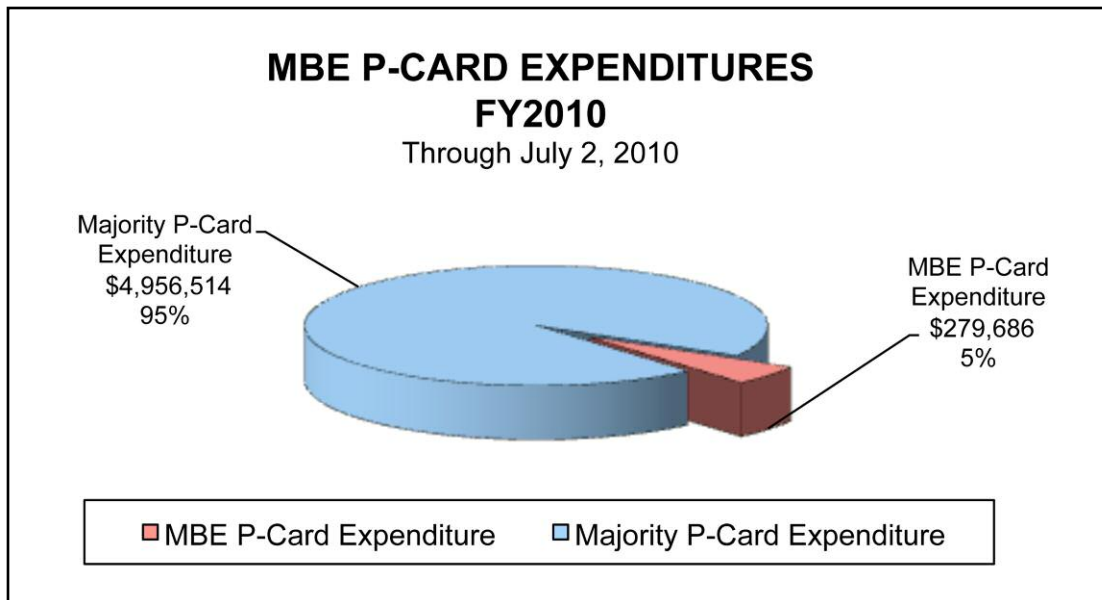
TOTAL CONTRACTS AWARDED		
BUSINESS TYPE	NUMBER	% OF AWARDS
MBE	244	17%
SLBE	13	1%
Majority	1,168	82%
TOTAL AWARDS	1,425	100%

## Fiscal Year 2010 Procurement Card (P-Card) Purchases

Procurement Cards (P-Card) are utilized for informal purchases less than \$5,000.00. Currently, P-Card expenditures are not included in WSSC's SLMBE payment data. However, WSSC is exploring ways to enhance the ability to capture and track SLMBE payments via the P-Card and encourage SLMBE purchases via P-Card in the future.

In FY'10, WSSC's MBE P-Card expenditures were \$279,686.00 or 5% of the total P-Card expenditures (\$5,236,200.00). FY'10 MBE P-Card expenditures exceeded FY'09 MBE P-Card expenditures, which was \$266,291.00.

**Figure 11-A: MBE Procurement Card Expenditures FY'10**



**Figure 11-B MBE P-Card Expenditures FY 2010**

	MBE P-Card Expenditures	Majority P-Card Expenditures	Total Expenditures	MBE %
<b>TOTAL</b>	\$ 279,686	\$ 4,956,514	\$ 5,236,200	5.34%



## FY 2010 OUTREACH EFFORTS & EVENTS

WSSC is committed to providing Small, Local and Minority Business Enterprise (SLMBE) firms with fair and equal access to contracting opportunities with the Commission and to creating a purchasing environment that is inclusive. The SLMBE Program embraces a comprehensive business diversity culture which additionally advocates for increasing access to contracting opportunities for small, local and minority business enterprise firms, as well as increasing spending with MBE and SLBE firms. The process for identifying and engaging SLMBE firms for this region is directly linked to alliances with national, regional and local supplier diversity organizations.

It is through the SLMBE Program's extensive outreach efforts that the Commission is able to connect qualified MBE or SLBE firms with WSSC decision makers (e.g. Acquisition Representatives, Project Managers, and Contract Managers), with each other and larger firms. The SLMBE Program outreach efforts increase awareness and promote contracting opportunities with the Commission, facilitate access to key information about the Commission's contracting process, and provide development opportunities for MBE and SLBE firms. In Fiscal Year 2010 (FY'10), the SLMBE Office and Staff attended, hosted and participated in 55 outreach events. The WSSC Headquarters building in Laurel, Maryland is a regular host of meetings and events that support the diverse supplier community in this region. WSSC Leadership and SLMBE Office staff actively engaged supplier diversity agencies, organizations, and companies, as well as individuals during trade shows, opportunity fairs and one-on-one meetings. This continuous interaction increased vendor registration by 1,067 in the Centralized Bidder Registration (CBR) database and enrolled 65 new firms in our Small Local Business Enterprise Program. This section will provide a synopsis of the external and internal events that the SLMBE Office participated in for FY'10 and the communication and engagement tools used to keep the business community informed.

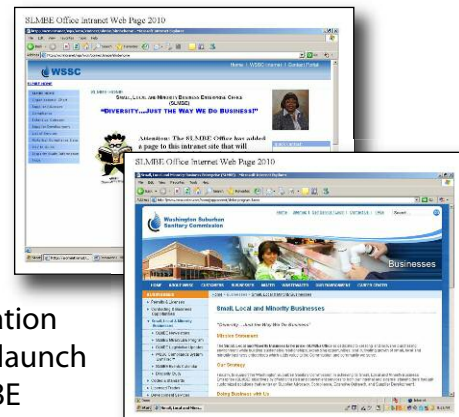
# Internal and External Communication Tools

- The SLMBE Connection quarterly newsletter is sent via e-mail to our entire vendor database as well as our internal and external stakeholders. This electronic newsletter is designed to inform and reinforce the SLMBE Office's core strategies by providing articles that focus on supplier advocacy, supplier development, compliance and extensive outreach. The SLMBE Connection highlights community based organizations helping business owners in Prince George's and Montgomery Counties. It also features SLMBE firms doing business with WSSC and doing it right.



- The SLMBE Weekly E-Blast highlights weekly news and tips for vendor success. This e-newsletter shares helpful news and contracting opportunity information to our vendor base. The E-Blast is an excellent tool to communicate late-breaking news, policy or procedure updates and changes.

The SLMBE Office remains committed to leveraging technology to improve communication with the business community and provide access to information regarding contracting practices and opportunities with the Commission. WSSC continues to maintain the SLMBE Program website as part of its corporate site at [www.wsscwater.com](http://www.wsscwater.com). The website provides information about the materials and services purchased by WSSC as well as our Acquisition and SLMBE Offices' contact information and Centralized Bidder Registration (CBR). Along with the launch of WSSC's newly designed, user-friendly website, the SLMBE Office's website was enhanced. The new site is structured for easy navigation and clear communication. As an added value, the SLMBE Outreach Event Online Calendar now allows firms to register for vendor days and workshops online.



WSSC's SLMBE Office actively participated on boards and committees of supplier diversity organizations. The SLMBE Office also maintains membership and support of councils (local and national), chambers, associations and other like-minded organizations. These organizations include: Women Presidents' Educational Organization (WPEO), Metro Washington Chapter - Associated Builders and Contractors, Inc (ABC), and MD/DC Minority Supplier Development Council (MD/DC MSDC). The SLMBE Office staff is active on various committees and actively volunteers to assist many local organizations. Additionally, SLMBE Office supports numerous (smaller) regional minority/diversity business development groups based in the Commission's community. These groups represent various ethnic population segments as well as specific interests in the public and private sectors of the WSSC region.

*The following list of business and community outreach activities offers a representative look at the types of meetings, workshops, tradeshow, procurement fairs and other events attended, hosted or facilitated by WSSC representatives during FY' 10 to further our goal of creating education and awareness about the SLMBE Program and contracting opportunities at the Commission.*

## **Fiscal Year 2010 Outreach Efforts**

### **2nd Annual Stimulus Contract and Procurement Opportunities Fair:**

September 29th, the Commission participated in the 2nd Annual Stimulus Contract and Procurement Opportunities Fair co-hosted by Delegates Aisha Braveboy (D) District 25 and Michael Vaughn (D) District 24. The event was held at Prince George's Community College, located in Largo and had approximately 100 attendees. This event featured presentations from Congresswoman Donna Edwards and the Maryland Governor's Office of Minority Affairs Special Secretary Luwanda Jenkins. Commission representatives included individuals from the Project Delivery Group, Acquisition Office, Development Services Group, Information Technology Team, Communications and Community Relations Office and SLMBE Office.

### **8th Annual Maryland Hispanic Business Conference:**

September 29th, the Commission attended and exhibited at the 8th Annual Maryland Hispanic Business Conference (HBC), at the BWI Marriott in Baltimore. The Conference was organized as a joint collaboration with the Hispanic Chambers of Commerce of Baltimore Maryland, Greater Washington Hispanic Chambers of Commerce and the Hispanic Chamber of Commerce for Montgomery County. This Maryland State-wide event was attended by more than 500 small businesses and Hispanic entrepreneurs. The SLMBE Office and WSSC staff participated on behalf of the Commission by managing a Trade Show booth and serving on a panel during a seminar on public purchasing.



**Legislative Black Caucus of Maryland's (LBCM) Advocacy Day:**

October 1st, the Commission was invited to speak at the LBCM Advocacy Day in Annapolis as part of the LBCM's 2009 Annual Legislative Weekend. Our General Manager/CEO provided an update on the Commission's Minority Business Enterprise (MBE) Program to LBCM members. Joining the General Manager/CEO at this event was WSSC Chairman and Vice Chair, Commissioners, and WSSC SLMBE Office Director.

**2nd Annual Women Business Owners Expo:**

March 10th, the SLMBE Office hosted its 2nd Annual Women Business Owners Expo at WSSC's Laurel headquarters. The theme for this year's Expo was "Looking into the Future and Staying Focused!" This event is held in March as part of Women's History Month and focuses on the challenges faced by women business owners in Prince George's and Montgomery Counties and the surrounding areas. This event attracts participation from area organizations such as the Women Business Owners (WBO) of Prince George's County. Doris McMillon, an active member of the WBO volunteered to be the guest emcee for this event. The Keynote speaker for this year was Congresswoman Donna Edwards (D-MD). More than 90 attendees also gathered information about Prince George's County's Green Industry Certification Program, presented by United Communities Against Poverty (UCAP) and the Small Business Initiative's Cash Flow Fund Opportunity. The Women's Presidents Educational Organization (WPEO) held a workshop on the benefits of becoming a certified WBE firm. All attendees had the chance to speak with WSSC decision makers and other like-minded organizations such as the Governors' Office of Minority Affairs and the Maryland Department of Transportation (MDOT) to name a few.

**Logistics Office and Production Team Vendor Day and Match Making Workshop:**

March 26th, the SLMBE Office hosted the 2010 Logistics Office and Production Team Vendor Day event at WSSC headquarters in Laurel. The Director of Acquisition kicked off the event greeting and welcoming the 61 participants. Our Logistics Office Director then introduced the presentation, "The Logistics of Logistics," and provided an office overview. The group



leaders from the four groups that make up the Logistics Office provided detailed information about their areas: Fleet Services; Materials and Services; Property Management; and Security & Safety Services. Each covered department responsibilities and potential contracting opportunities for their respective groups. The Acting Team Chief of the Production Team provided an overview of contracting opportunities available with his team. The Potomac Plant Group Leader gave a detailed presentation on WSSC's Water Treatment Process, providing insight into not only how WSSC treats water, but all of the necessary equipment, chemicals, materials and services WSSC uses every day. This presentation also helped suppliers and vendors identify potential contracting opportunities.

Immediately following the presentation, 49 participants signed up to attend the one-on-one matchmaking workshop. This workshop gave vendors five minutes to sit and talk with the Production Team and/or Logistics Office group leaders. The Production Team provided four representatives from the Industrial Assets Management Group (IAMG) to assist with the matchmaking event. The matchmaking workshop was highly received by both WSSC staff and the vendors.

#### **Women Business Owners of Prince George's County Annual Gala and Awards Dinner:**

March 20th, our SLMBE Office Director received the 2010 Minority Business Pioneer Award from the Women Business Owners (WBO) of Prince George's County. She was honored for her "tremendous contributions to building business opportunity and improving possibilities for minority businesses in Prince George's County and throughout the State of Maryland." In attendance to show their support were the new Director of Acquisition, Chief Engineer, Infrastructure Systems Group Leader, Strategic Systems Management Office Acting Director, Laboratory Services Group Leader and members of the SLMBE Office.

#### **Engineering and Construction Vendor Day:**

April 7th, the SLMBE Office hosted the 2010 Engineering and Construction Vendor Day at WSSC headquarters in Laurel. This event featured presentations from the Project Delivery Group, Infrastructure Systems Group and the Wastewater Collections System Group. Each



presentation identified contracting opportunities for both prime and subcontractors. The Director of the Acquisition Office welcomed the 75 attendees. WSSC's Chief Engineer opened the event and noted the many opportunities WSSC has to offer in the Engineering and Construction Team. The Infrastructure Systems Group Leader, and Systems Inspection Group Leader, spoke briefly about contracting opportunities with WSSC and stressed the importance of becoming a registered vendor in the Centralized Bidder Registration (CBR) System. Project Managers from the Project Delivery Group and the Infrastructure Systems Group gave a presentation that covered department responsibilities and potential contracting opportunities for each group. Jacquelyn Moore, Employment Specialist for the United Communities Against Poverty (UCAP) also spoke to the attending vendors about Prince George's Counties' Green Job program. This program provides training and certification for jobs in the "Green Construction Industry" for residents of Prince George's County. Unit Coordinator for the Wastewater Collections System Group provided information about specific contracting opportunities in the Wastewater Collections System Group and a representative from the Acquisition Office participated in the question and answer session, addressing Acquisition process questions. This event concluded with open networking.

### **MBE Certification Workshop:**

April 20th, the SLMBE Office hosted the 2010 MBE Certification Workshop. This is the second year the SLMBE Office has hosted this event, held at WSSC headquarters in Laurel. A total of 21 participants were in attendance when the Director of the Acquisition Office provided welcoming remarks, reinforcing the importance of becoming a certified MBE/WBE/SLBE. The purpose of this event was to educate attendees on the different types of MBE/DBE/WBE and SLBE certification's available to qualifying vendors. Many of the attendees were brand new business owners and "start ups" or who were considering starting their own businesses. Presentations were given by the Washington Metropolitan Area Transit Authority, featuring their new Small



Business Program, and the Women Presidents' Educational Organization (WPEO) who provided information on the Women Business Enterprise National Council Certification for Women Business Owners. The Maryland Department of Transportation (MDOT) went over tips on the MDOT MBE certification program, while Prince George's County Minority Business Development Division reviewed their certification process. The Maryland/District of Columbia Minority Supplier Development Council presented information on their regional and national MBE certification program. The SLMBE Office was on hand to go over WSSC's SLBE Program application process and the contracting benefits WSSC has for vendors that are certified MBE firms.

**WSSC Exhibits at the 20th Anniversary of OSDBU Procurement Conference:**

April 21st, the SLMBE Office, along with the Acquisition Office and the Wastewater Collections System Group, were among 1,400 exhibitors at the 20th Anniversary of Federal Office of Small and Disadvantaged Business Utilization (OSDBU) Procurement Conference at the Dulles Expo Center in Chantilly, VA. Hosted by the Federal Business Council, this annual procurement conference attracts more than 1,000 visitors each year. This is a national conference fostering business partnerships between the Federal Government, its prime contractors, and small, minority, service-disabled, veteran-owned, HUB Zone and women-owned businesses. Wastewater Collections System Group Unit Coordinator along with an Acquisition Consultant joined the SLMBE Office in this great opportunity to meet face to face with potential contractors in the DC Metropolitan and surrounding areas.

**SLMBE Office supports the Latino Economic Development Corporation (LEDC) at the 2010 Latino Economic Development Awards:**

April 23rd, the SLMBE Office along with the Laboratory Services Group Leader attended this event. Their mission is to improve the wealth-building capacity of low- to moderate-income Latinos and other underserved communities in the DC Metropolitan and surrounding areas. More than 250 people were in attendance to see the winners of the 2010 LEDC Awards for Leadership, Entrepreneurship and Achievement.



**SLMBE Office Exhibits at the GC Expo:**

April 28th, the SLMBE Office and the Development Services Program Group exhibited at the 2010 Blue Book of Building and Construction/Associate Builders and Contractors (ABC) GC Expo at FedEx Field in Landover. Presidents, vice presidents, project managers and procurement agents representing area general contractors and major construction firms were available to discuss upcoming local project opportunities on which companies could bid. SLMBE Office staff and the Development Services Program Group Leader managed more than 1,000 general contractors, subcontractors, suppliers, members of ABC and the Blue Book at this event.

**Support Services and Professional Services Business Fair:**

May 11th, at WSSC headquarters in Laurel, the SLMBE Office hosted the 2010 Support Services and Professional Services Business Fair event. This event was kicked off by WSSC's Deputy General Manager. This Business Fair, attended by 128 vendors, featured all of the Support Service areas of the Commission such as Internal Audit, Fair Practice Office, General Counsel's Office and many others. The Human Resources Office was featured for this event and gave a formal presentation about their contracting opportunities and other services they procure. The Fair provided attendees the opportunity to meet with various departments, register or update information in the Centralized Bidder Registration (CBR) and identify contracting opportunities.

**Maryland Washington Minority Contractor's Association (MWMCA) Annual Spring Breakfast 2010:**

May 14th, WSSC attended MWMCA's 7th Annual Spring Breakfast at Martin's West in Baltimore. The awards event honored individuals and companies that have demonstrated leadership and commitment to diversity inclusion. This year's honorees were: The Honorable Martin O'Malley; Beverly Staley, Secretary of Maryland Department of Transportation; Lawanda Jenkins, Secretary of the Office of Minority Affairs; Pepco Holdings; PNC Bank and Kinsley Construction. More than 1,200 vendors attended. The SLMBE Office also participated in the tradeshow at the event. WSSC General Manager/CEO and several WSSC staff members and senior leadership were in attendance to support MWMCA.



**ProBiz 2010:**

May 18th, the SLMBE Office participated in the Annual Pro Biz Procurement Conference. This year's event was held at the Marriott Hotel in Greenbelt. Pro Biz is one of the most significant Small and Minority Business Procurement Conferences in the Mid-Atlantic Area. SLMBE Office Director was asked to give remarks to the attending vendors and State Delegates. The keynote speaker for the morning agenda was Randall Pinkney, winner of "The Apprentice" television reality show. He spoke on the importance of small firms partnering and teaming together to go after large contracts. The SLBE Program Specialist hosted a Small Local Business Enterprise (SLBE) workshop and along with WSSC staff, participated on a panel discussion about contracting opportunities with the Commission.

**Small Local Business Enterprise (SLBE) Application Process Workshop:**

May 21st, the SLMBE Office hosted its first SLBE Application Process Workshop at WSSC Headquarters Building in Laurel. Designed to educate and enroll vendors in the SLBE Program, this workshop pairs SLMBE staff one-on-one with attendees to assist them in completing and submitting the appropriate paperwork for enrollment into the SLBE Program. These workshops take place on the 21st of each month by appointment only. The subsequent workshop was held on June 21st.

**Access to Capital and Importance of Insurance and Bonding Workshop:**

June 3rd, the SLMBE Office facilitated and hosted its first Access to Capital and the Importance of Insurance and Bonding Workshop. This supplier development workshop provided small and minority business direct resources and information to gain access to working capital, venture capital and lines of credit, as well as information on attaining bonding and insurance for growth. This event identified local organizations with money to lend in the local community for community based projects and featured Prince George's County's Small Business Initiative (SBI), Maryland Department of Housing and Community Development and Montgomery County Department of Economic Development.



**Asian American Business Conference:**

June 7th-8th, the SLMBE Office participated in the Annual Asian American Business Conference, held at the University of Maryland's Shady Grove campus in Bethesda, MD. The SLMBE Office exhibited at this event along with 36 local companies in the Washington Metropolitan area. Hosted by the Maryland Governor's Office of Community Initiatives and the Asian Pacific American Chamber of Commerce, the event provides resources and networking opportunities for the growing Asian American business community. The tradeshow was accompanied by a number of workshops covering the MBE/DBE Application Assistance Workshop, Investment Strategies, Moving Business and People Across Borders and Effective Communication Skills. Congresswoman Judy Chu, representing California's 32nd District, and Maryland's Lt. Governor Anthony G. Brown were the featured keynote speakers for this event.

**Associated Builders and Contractors, Inc. (ABC) June General Meeting:**

June 9th, the SLMBE Office attended the Associated Builders and Contractors, Inc. (ABC) June General Meeting at the North Bethesda Marriott in Bethesda, MD. This networking event provided firsthand insight on local development contracting opportunities. Attendees participated in a panel discussion on the state of the area's market for the remaining 2010 calendar year. The panel had representation from the fields of banking, development and construction.

**Customer Care Vendor Day:**

June 14th, the SLMBE Office hosted the Customer Care Team (CCT) Vendor Day. This event took place at WSSC's headquarters building in Laurel, MD. The entire Customer Care Leadership Team was in attendance to present information about their office and upcoming contracting opportunities. More than 50 vendors, suppliers and contractors were in attendance. The Customer Care Team Chief, SLMBE Director, and Acquisition Director kicked off



the event. An Acquisition Consultant also addressed questions regarding the Acquisition Process and Centralized Bidder Registration (CBR) system. In addition, the Maryland Department of Transportation (MDOT) was in attendance to provide information about the MDOT MBE certification processes.

**Information Technology Vendor Day and Matchmaking Workshop:**

June 18th, the SLMBE Office hosted the Information Technology (IT) Vendor Day and Matchmaking Workshop event at the Holiday Inn - Laurel West, Laurel, MD. This event featured the Information Technology (IT) Team's Division Managers highlighting their FY'11 contracts, initiatives, projects and budget. Approximately 100 business owners were in attendance. Opening remarks were given by our SLMBE Director, Acquisition Director and Acting CIO of the IT Team. The Acting CIO gave a presentation highlighting contracting opportunities with the IT Team. Presentations from the IT Team's Division Managers were followed by a matchmaking workshop which afforded each business 5-8 minutes to meet one-on-one with a Division Manager in the following departments: Network Support, Application Development, Systems Support/Operations, Enterprise Architect Solutions, IT Security, Quality Assurance and IT Customer Support. The Fair Practice Office supported the SLMBE Office in facilitating the matchmaking workshop. In addition, the MDOT was in attendance to provide information regarding its MBE certification processes.

**Small Local Business Enterprise (SLBE) Application Process Workshop:**

June 21st, the SLMBE Office hosted a SLBE Application Process Workshop at WSSC's Laurel Headquarters Building. This by-appointment-only workshop was designed to educate and enroll vendors in the Commission's SLBE Program. Attendees received one-on-one sessions with SLMBE Office staff to assist them with completing and submitting the appropriate paperwork for enrollment. These workshops will continue to take place once a month by appointment only.



**WBENC—2010 Women in Business National Conference and Business Fair, Baltimore:**

June 22nd-24th, the SLMBE Office along with representatives from the Development Services Program Group participated in the 2010 Women Business Enterprise National Council (WBENC) National Conference held in Baltimore. This three-day event was filled with powerful keynote speakers, dynamic workshops and a tradeshow featuring more than 1,100 companies and their Supplier Diversity Programs. WSSC's Senior Permit Services Agent assisted the SLMBE Office with exhibiting at the tradeshow, attended by more 1,300 local and national women business owners. The event theme was "The Opportunity Connection" because it described what happened for both WBEs and corporate representatives when they attended Women in Business 2010. Founded in 1997, WBENC is the largest third-party certifier of businesses owned, controlled and operated by women in the United States.

**MD/DC MSDC—2010 28th Annual Business Procurement Conference, Baltimore:**

June 28th-29th, the SLMBE Office and a representative from the Acquisition Office attended and exhibited at the 28th Annual MD/DC Minority Supplier Development Council (MSDC) Business Procurement Conference at Martin's West in Baltimore. This two-day conference event featured an evening reception on June 28<sup>th</sup> that saluted Maryland state officials who support local MBE and SLBE firms in the Maryland and District of Columbia area. On June 29<sup>th</sup>, the event started with a power breakfast featuring keynote speaker Roland Martin, CNN Contributor and TV One Host, and WSSC General Manager/CEO. The General Manager/CEO addressed approximately 100 attendees at the breakfast which included the Acquisition Director and the SLMBE Director. This event also featured a number of workshops and panel discussions; an Access to Opportunity luncheon featuring keynote speaker George Herrera, CEO Herrera-Cristina Group Ltd.; and a Business/Procurement Expo and Matchmaking Session. The National Minority Supplier Development Council ® (NMSDC) provides a direct link between corporate America and minority-owned businesses. NMSDC is one of the country's leading business membership organizations. It was chartered in 1972 to provide increased procurement and business opportunities for minority businesses of all sizes.



## Fiscal Year 2010 Disparity Study Project – Outreach Efforts:

### **Disparity Study Community Meeting—Montgomery College, Rockville:**

June 16th, the public was invited to attend WSSC's 2010 Disparity Study Community Meeting. The communications and engagement strategy included e-mail invites to the SLMBE Office and Mason Tillman Associates, Ltd., (MTA) team's outreach lists and promotion on WSSC website. Mention of the community meeting was included in The Gazette, the newspaper which also covered the event. Held at Montgomery College in Rockville, MD, the informational meeting not only introduced the Montgomery County business community to the Disparity Study team, but also described the research objectives, data collection process and communication strategies for the Study. The key presenter was Dr. Eleanor Ramsey, President of MTA, the Disparity Study Project Manager for the firm, and Edward Norton, MTA's Legal Advisor. The event gave attendees an opportunity to ask questions about the Disparity Study and also provide feedback about the current interim Minority Business Enterprise (MBE) Program. The SLMBE Office provided current information on contracting opportunities. A total of 68 firms/individuals registered, with 31 attending. Also in attendance were WSSC General Manager/CEO, Deputy General Manager, Commissioners, Commission Chair and Commission Vice-Chair.

### **Disparity Study Community Meeting—Prince George's Community College, Largo:**

June 17th, the public was invited to attend the WSSC 2010 Disparity Study Community Meeting. The communications and engagement strategy included e-mail invites to the SLMBE Office and MTA team's outreach lists and promotion on WSSC website. Mention of the community meeting was included in The Gazette. This event was held at the Prince George's Community College in Largo, MD. The informational meeting not only introduced the Prince George's County Business Community to the Disparity Study team, but also



described the research objectives, data collection process and covered the communication strategies for the Disparity Study Project. The SLMBE Office provided current information on contracting opportunities. This event gave attendees a chance to ask questions about the Disparity Study and also provide feedback about the current interim Minority Business Enterprise (MBE) Program. A total of 118 firms and/or individuals registered, with 79 attending. Also in attendance were our WSSC General Manager/CEO, Deputy General Manager, Commissioners and Commission Chair.

**Special Meeting Hosted by Delegate Aisha Braveboy—Prince George’s Community College, Largo:**

June 17th, Delegate Aisha Braveboy (D) District 25 hosted a special meeting to discuss the WSSC 2010 Disparity Study project. This meeting immediately followed the Community Meeting hosted at Prince George’s Community College and was attended by Senator Nathan Exum (D) District 24; Delegate Michael Vaughn (D) District 24; Delegate Gerron Levi (D) District 23; Senator David Harrington (D) District 47 and a representative from the Governor’s Office of Minority Affairs. Also in attendance were WSSC General Manager/CEO, Deputy General Manager, SLMBE Director, Intergovernmental Relations Director and various observers from the business community.



## THE ROAD AHEAD

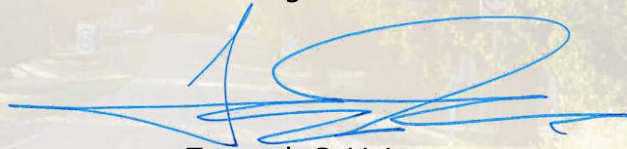
Representing the Commission's commitment to social responsibility, the Minority Business Enterprise (MBE) Program was launched in 1978. The MBE Program, which was expanded in 2001 to include the Small Local Business Enterprise (SLBE) Program, continues to provide supplier/vendor development and capacity-building opportunities to small, local and minority businesses. Through the SLMBE Program, we have connected internal stakeholders with qualified MBE and SLBE firms and provided to current and/or potential firms access to information on contracting needs and requirements. Through the Program, the Commission is achieving transparency and accountability in its contracting practices, and has steadily increased access to contracting opportunities for SLMBE firms and expenditures with SLMBE firms. We are extremely proud of our Programs and their accomplishments. Over its 32 year history, the SLMBE Program has achieved many successes; however, there are still challenges requiring collective effort to achieve the world-class status that a mature program has to attain.

One of the building blocks of our MBE Program is the WSSC 2010 Disparity Study; our first objective is to assure complete transparency and public involvement in this endeavor. By completing the Study and its recommendations, the Commission will develop a robust Program that will build on today's opportunities. In order to bring this to fruition, the Commission needs the engagement and support of the business community and other key stakeholders. Therefore, the road ahead must build on collective efforts to leverage the contracting capacity of the Commission and the economical potential of business enterprises in this market to stimulate growth of minority, small and majority-owned businesses. We have the means and methods to help attract and retain businesses while stimulating start-ups, and making it easier for them to establish themselves, providing access to affordable capital, contracting opportunities, and building businesses capacity that helps maintain and create jobs in our community. Of course, all of the abovementioned are not solely within the Commission's control or authority; this is why a collective strategic effort must be forged. The Commission, through its SLMBE Program, is committed to playing its part in this effort. According to Census data and other economic reports, individuals are starting small and minority-owned businesses at an unprecedented rate and we are expecting these businesses to not only play a key role in the future of the Commission, but also in the health of our local economy and community in the years ahead.

The SLMBE Program will be one of the vehicles used by the Commission in an attempt to address the challenges of SLMBE firms. Internally, the SLMBE Office will be integral in establishing and implementing sound policies and procedures, enhancing and formalizing business processes, and upgrading our information technology systems to improve our ability to monitor, track, report and leverage information. The SLMBE Office will continue to execute a comprehensive SLMBE Program that includes tracking awards and expenditures, maintaining a common reporting, measuring and recordkeeping process, providing supplier/vendor development in addition to awareness and education/training for internal stakeholders, conducting extensive outreach, and actively participating in the Commission's acquisition process.

In summary, the road ahead for Fiscal Year 2011 and the SLMBE Program starts with broad-based engagement and involvement in the Disparity Study currently underway, and requires community collaboration to build upon the success of the Commission's SLMBE Program. And for today, our commitment to our SLMBE Programs as demonstrated in this Legislative Report can be measured by the results of our effort to achieve and exceed our established organizational MBE payment goal related to the MBE Program three years in a row.

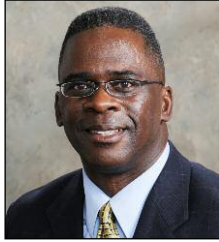
Best Regards,



Towanda R. Livingston  
Director, SLMBE Office

# WSSC'S COMMISSIONERS & GENERAL MANAGER'S OFFICE

**Chair**



**Antonio L. Jones**

**Vice-Chair**



**Dr. Roscoe M. Moore, Jr.**



**Prem P. Agarwal**



**Gene W. Counihan**



**Honorable Adrienne A. Mandel**



**Joyce Starks**



**Jerry N. Johnson**  
**General Manager/CEO**



**Towanda R. Livingston**  
**Director, SLMBE Office**



**Teresa D. Daniell**  
**Deputy General Manager**

## Original Commitment Signed Letter



# Washington Suburban Sanitary Commission

14501 Sweitzer Lane • Laurel, Maryland 20707-5901

COMMISSIONERS  
Antonio L. Jones, Chair  
Dr. Roscoe M. Moore, Jr., Vice Chair  
Prem P. Agarwal  
Gene W. Counihan  
Hon. Adrienne A. Mandel  
Joyce Starks

GENERAL MANAGER  
Jerry N. Johnson

### **WSSC's COMMITMENT TO SMALL, LOCAL AND MINORITY BUSINESS ENTERPRISE PROGRAM**

The Washington Suburban Sanitary Commission ("WSSC") maintains strong and active relationships with highly qualified Small, Local and Minority Business Enterprise ("SLMBE") firms. The SLMBE Program not only helps our organization meet important business needs, but promotes job creation and stimulates the local economy by increasing the contract opportunities for small and minority businesses located in Prince George's and Montgomery Counties, Maryland.

During the past decade, WSSC has awarded more than **\$400 million** dollars worth of business to SLMBE firms and we are determined to build on this record. We recognize that SLMBE firms help provide ideas and perspectives reflective of the diverse marketplace and community which we serve. WSSC's SLMBE Program has created many win-win solutions for the Commission and our 1.8 million residents to whom we proudly provide water and sewer services.

At WSSC, our SLMBE Program is interwoven in our core strategies: Developing People, Caring for Customers, Communications and Community Relationships, Infrastructure Asset Management, and Environmental Stewardship. As a result, WSSC, our customers and other key stakeholders continue to reap the benefits of the innovation of SLMBE firms. The SLMBE Program is an important area for reinforcing our leadership, not only in the water and wastewater industry, but in the wider community.

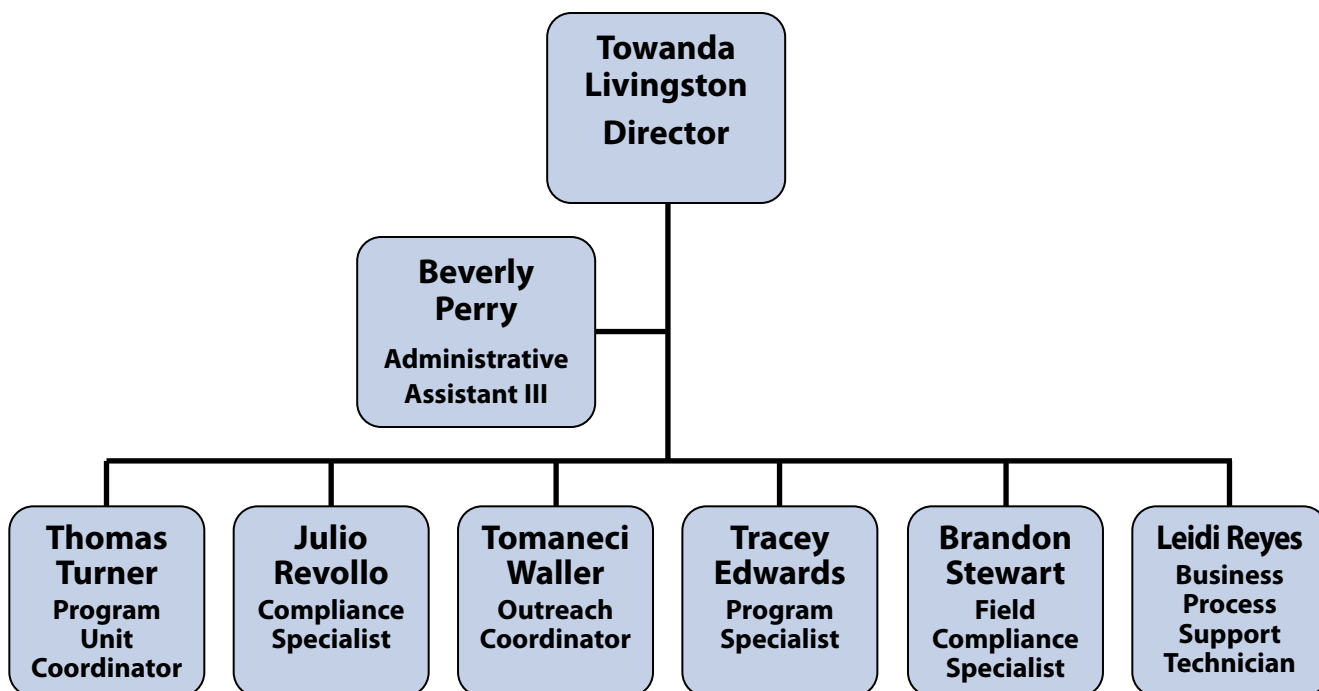
Our success depends on our ability to manage costs, provide safe and reliable service to our customers and we recognize that SLMBE firms play a key role in helping us achieve our goals. WSSC is committed to supporting the growth of our Small Local Business Enterprise firms and developing sustainable relationships with our Minority-owned and Women-owned and Disadvantage businesses. The SLMBE Program is just good business.

To learn more about WSSC's Small, Local and Minority Business Enterprise Program visit our website at [www.wsscwater.com](http://www.wsscwater.com).



Jerry N. Johnson  
General Manager/CEO

# SLMBE OFFICE ORGANIZATIONAL CHART



**SLMBE Director:** Responsible for the administration and oversight of the Small, Local and Minority Business Enterprise Program and Office.

**Administrative Assistant:** Assistant of the Director, and assists with managing the SLMBE Office.

**SLMBE Program Unit Coordinator:** Responsible for ensuring the full coordination of the SLMBE Office's resources and alignment of practices and procedures with the Commission's contracting policies

**SLMBE Compliance Specialist:** Responsible for tracking, monitoring and reporting compliance data.

**SLMBE Outreach Coordinator:** Responsible for planning and managing targeted outreach efforts and managing community partners relationships.

**SLMBE Program Specialist:** Responsible for managing relationships with our SLMBE firms and the SLBE database, assisting with outreach to SLMBE firms and monitoring and auditing our SLBE Program certification process.

**SLMBE Field Compliance Specialist:** Responsible for tracking and reporting subcontracting plan data and ensuring that SLMBE vendors are performing commercially useful work on WSSC-funded contracts.

**SLMBE Business Process Support Technician:** Responsible for administrative and technical support of each program element within the SLMBE Office.

# WSSC–SLMBE OFFICE'S DEFINITION OF TERMS

**Acquisition Office**—The Office that procures goods and professional services Commission-wide.

**Annual Audit**—Each Fiscal Year the Compliance Specialist and the SLMBE Office is required to review and audit the data that has been reported throughout the year. This is to ensure that data has been reported accurately and that no corrections are required to the final monthly report or the annual "Legislative Report" to the Montgomery and Prince George's County House and Senate delegations.

**Award**—The final selection of a bidder or offeror for a specified prime contract or subcontract dollar amount. Contract awards are made by the Commission to prime contractors or vendors, and by prime contractors or vendors to subcontractors or sub-vendors, usually pursuant to an open invitation for bid ("IFB") or request for proposal ("RFP") process. (Contract awards are to be distinguished from contract payments in that they only reflect the anticipated dollar amounts instead of actual dollar amounts that are paid to a bidder or offeror under an awarded contract.)

**Bidder**—A firm submitting a price or proposal in response to an Invitation for Bid ("IFB").

**Business Process**—Documentation of standard SLMBE Office operating procedures.

**Centralized Bidder Registration (CBR)**—An automated web-based system where in the Commission requires all perspective bidders to register on-line in order to provide goods and/or services to the Commission.

**Compliance**—The act of assuring that what is promised is what is paid. Also, as it pertains to the SLMBE Office compliance is the act of reviewing and reporting data to give an accurate picture of how the SLMBE Program is actually performing in the communities that they serve.

**Contracting Areas**—Areas within the Commission that contract for goods and professional services: Architectural and Engineering, Construction, Goods and Services, and Professional Services.

**Fiscal Year (FY)**—The Commission's Fiscal Year is July 1st through June 30th.

**Good Faith Effort**—Documentation of the bidder's intent to comply with SLBE Program goals, and evaluation of that intent from a review of the documentation to support the actions taken.

**“K”**—The capital letter “K” refers to thousand(s) dollar(s) when preceded by numbers and dollar sign e.g. \$250K.

**Local Business Enterprise (“LBE”)**—A firm having a principal place of business or a significant employment presence in Prince George’s or Montgomery County, Maryland. This definition is subsumed within the definition of Small Local Business Enterprise.

**“M”**—The capital letter “M” refers to million(s) dollar(s) when preceded by numbers and dollar sign e.g. \$150M.

**MBE Percentage**—The calculation of the MBE % is based upon the total awards/payments (Majority plus MBE) and the total awards/payments made to certified-MBEs. Since the MBE percentage is a sliding scale it is possible to have a lower MBE payment percentage and higher MBE payment dollar amount than previous years e.g., 26% of \$100,000 (\$26,000) is less dollars than 20% of \$200,000 (\$40,000), but the percentage is lower. The equation used to calculate MBE awards/payments as a percent of the total contracts awarded or total contract payments is as follows:

$$\frac{\text{Certified-MBE Total Contract Payments}}{\text{WSSC's Total Contract Payments (Certified-MBE Total Contract Payments + Majority Total Contract Payments)}} = \text{MBE \%}$$

**Minority Business Enterprise (“MBE”)**—Any legal entity that is organized to engage in commercial transactions, which is at least **51%** owned and controlled by one or more minority persons; and which has been certified as minority-owned by the Maryland Department of Transportation (MDOT), Prince George's County Government Minority Business Development Division, the District of Columbia Office of Small Local Business Development, or any governmental certification agency which substantially duplicates the requirements of the Maryland Department of Transportation.

**Notice to Proceed**—Notification to a Prime Contractor giving approval to begin work on an awarded contract.

**Payment(s)**—Dollars actually paid to Prime and/or Subcontractors and vendors for WSSC contracted goods and/or services.

**Prime Contractor**—The Vendor or Contractor to whom a purchase order or contract is issued by WSSC for purposes of providing goods or services for WSSC.

**Principal Place of Business**—A location wherein a firm maintains a physical office and through which it obtains no less than **50%** of its overall customers or sales dollars.

**Procurement Card ("P-Card")**—Credit card utilized by Commission employees to purchase items under **\$5,000.00**. These expenditures are not currently included in the MBE payment data.

**Self-Certifying**—Firms that have identified themselves as small, minority or disadvantaged. These firms have not received certification from an agency that considers financial and other business indicators along with the race and/or gender of the owner.

**Significant Employee Presence**—At least **25%** of a firm's total number of employees are domiciled in either Prince George's County or Montgomery County.

**Small Business Enterprise ("SBE")**—An independently-owned and operated business concern, regardless of race, ethnicity or gender. The criteria for a small business qualifying under the State of Maryland's Small Business Preference Program as established in regulations adopted by the Department of General Services (DGS) under 14-203 of the State Finance and Procurement Article.

**Small, Local Business Enterprise ("SLBE")**—An independently-owned and operated business, regardless of race, ethnicity or gender; located in Montgomery or Prince George's County or with **25%** of its employees domiciled in one or both counties.

**Small, Local and Minority Business Enterprise Office Director ("SLMBE Director")**—The WSSC employee who is responsible for managing the SLMBE Office, and ultimately responsible for overseeing, tracking, monitoring, administering and implementing the SLMBE program. The SLMBE Director is also responsible for enforcement of contractor compliance with contract participation requirements, and ensuring that overall program goals and objectives are met.

**Small, Local and Minority Business Enterprise Program ("SLMBE Program")**—The combination of the SLBE Program and MBE Program features and Affirmative Procurement Initiatives contained in the Standard Procedure.

**Spend Dollars**—Dollars actually paid to Primes and/or Subcontractors and Vendors for WSSC contracted goods and/or services.

**Subcontractor**—Any Vendor or Contractor who is providing goods or services to a Prime Contractor in furtherance of the Prime Contractor's performance under a contract or purchase order with the WSSC.

**SymTrac™**—A web-based software application used by WSSC to track and monitor subcontractor payments.

**Voluntary**—The contracting goal or method that does not require any pre-determined goal. The subcontracting goal is done willingly by the requested bidder.

**Woman-Owned Business Enterprise (“WBE”)**—A business that is at least **51%** owned **or** controlled by a woman (women) **or**, in the case of a publicly held business **51%** of the voting shares are owned **or** controlled by a woman (women and certified as woman-owned by the Maryland Department of Transportation (MDOT), Prince George's County Government Minority Business Development Division, the District of Columbia Office of Small Local Business Development, or any governmental certification agency which substantially duplicates the requirements of the Maryland Department of Transportation.

**WSSC or “The Commission”**—Refers to the Washington Suburban Sanitary Commission.





**Washington Suburban  
Sanitary Commission**



## **Diversity...just the way we do Business**

**Minority and Small Local Businesses  
Contact Our  
Small, Local and Minority  
Business Enterprise (SLMBE) Office**

**Developing Partnerships with Suppliers and Contractors**

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Database to view all bid opportunities, download solicitations  
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