



Washington Suburban
Sanitary Commission

Small, Local and Minority Business Enterprise Program

Legislative Report

FY 2011

(July 1, 2010 - June 30, 2011)



"Diversity...just the way we do business!"

Did You Know?

WSSC Operates and Maintains

- Three reservoirs – Triadelphia, Rocky Gorge and Little Seneca with total holding capacity of 14 billion gallons (Note: Jennings Randolph Reservoir holds an additional 13 billion gallons of water shared with Fairfax Water and the Washington Aqueduct).
- Two water filtration plants – the Patuxent (max 56 million gallons per day) and the Potomac (max 285 million gallons per day) plants produce an average of 167 million gallons per day of safe drinking water.
- Seven wastewater treatment plants – Western Branch, Piscataway, Parkway, Seneca, Damascus, Marlboro Meadows and Hyattstown, with a total capacity to handle 74.1 million gallons of wastewater per day.
- The Blue Plains Advanced Wastewater Treatment Plant, operated by DC Water handles as much as an additional 169 million gallons per day under a cost sharing agreement with WSSC, treating on average approximately 65% of the Commission's wastewater annually.

WSSC Facts

- Our state-of-the-art laboratory performs 500,000 tests annually to ensure water safety and quality.
- WSSC has an operating budget of approximately \$1.1 billion, \$500 million being used in capital and \$600 million in operations.
- The approximate cost per million gallons of water is \$2,206.
- The approximate cost per million gallons of wastewater is \$2,845.

Source: Washington Suburban Sanitary Commission, 2011



Piscataway Wastewater Treatment Plant



**Washington Suburban
Sanitary Commission**

**Small, Local and Minority
Business Enterprise Office**

Legislative Report

Fiscal Year 2011

July 1, 2010 – June 30, 2011

“Diversity...just the way we do business!”

Table of Contents

Purpose of the Report	1
Letter from the General Manager/CEO	2
Overview of the Commission	3
Small, Local and Minority Business Enterprise Office	4
Office Mission Statement and Strategy	4
WSSC Core Values	5
Executive Summary	7
Figure 1 FY 2011 MBE Contract Payments	7
Figure 2 FY 2010 MBE Contract Payments	7
Figure 3 FY 2011 MBE Contract Awards	8
Figure 4 FY 2010 MBE Contract Awards	8
Internal Efforts of WSSC and the SLMBE Office	10
Internal and External Communications	12
WSSC 2010 Disparity Study	15
Figure 5 Prime Contract Disparity Study Findings under \$1M except for Professional Services....	16
Figure 6 Subcontract Disparity Study Findings	17
Performance Measures, Data and Graphs	18
Summary of FY 2011 Total Contract Payments and Awards	18
Figure 7 Summary of Total Contract Payments	19
Summary of FY 2011 Total Contract Payments by WSSC Contracting Areas ..	20
Figure 8 MBE Total Contract Payments by WSSC Contracting Areas	20
Total FY 2011 MBE Contract Payments	21
Figure 9 MBE Total Contract Payments	21
Figure 10 MBE Prime and Subcontract Payments by MBE Classifications	21
Figure 11 Total Contract Payments by Location	22
Figure 12 Total MBE Contract Payments by Location	22
Summary of FY 2011 Contract Payments to MBE Firms by WSSC Contracting Areas	23
Figure 13 Architectural & Engineering Contract Payments	23
Figure 14 Construction Contract Payments	23
Figure 15 Goods and Services Contract Payments	24
Figure 16 Professional Services Contract Payments	24

Summary of FY 2011 Contract Awards to MBE Firms, MBE Primes and Subcontractors	25
Figure 17 Summary of Total MBE Contract Awards	25
Figure 18 Contract Awards to MBE Primes and Subcontractors	25
Contract Awards to MBE Firms by WSSC Contracting Areas (Prime and Subcontractor Comparison)	27
Figure 19 Contract Awards to MBE Primes and Subcontractors for Architectural & Engineering	27
Figure 20 Contract Awards to MBE Primes and Subcontractors for Construction	27
Figure 21 Contract Awards to MBE Primes and Subcontractors for Goods and Services	28
Figure 22 Contract Awards to MBE Primes and Subcontractors for Professional Services	28
Total Number of Contract Awards by Business Type	28
Figure 23 Total Number of Contract Awards by Business Type	28
Five-Year Fiscal Year Trending Report	29
Figure 24 Trending Report by Fiscal Year for MBE Awards	29
Figure 25 Trending Report of MBE Awards by Fiscal Year and WSSC Contracting Areas	29
FY 2011 Small Local Business Enterprise Program: Data and Metrics	30
Figure 26 Payments to SLBE Firms by WSSC Contracting Areas	30
Figure 27 Payments to SLBE Firms by Location/County	30
FY 2011 MBE Procurement Card Purchases/Expenditures	31
Figure 28 MBE P-Card Expenditures	31
FY 2011 Outreach Efforts/Awards and Recognitions	33
The Road Ahead – A Message from the SLMBE Director	46
Additional Support Information	48
Copy of the WSSC’s Commitment Statement Letter	48
WSSC’s Board of Commissioners, General Manager/CEO and SLMBE Director	49
SLMBE Office Organizational Chart	50
Definition of Terms	51
Photo Captions	55

Purpose of the Report

The Washington Suburban Sanitary Commission's (WSSC or Commission) Small, Local and Minority Business Enterprise (SLMBE) Office respectfully submits this Legislative Report in accordance with §20-207 of the Public Utilities, Annotated Code of Maryland, which states the following:

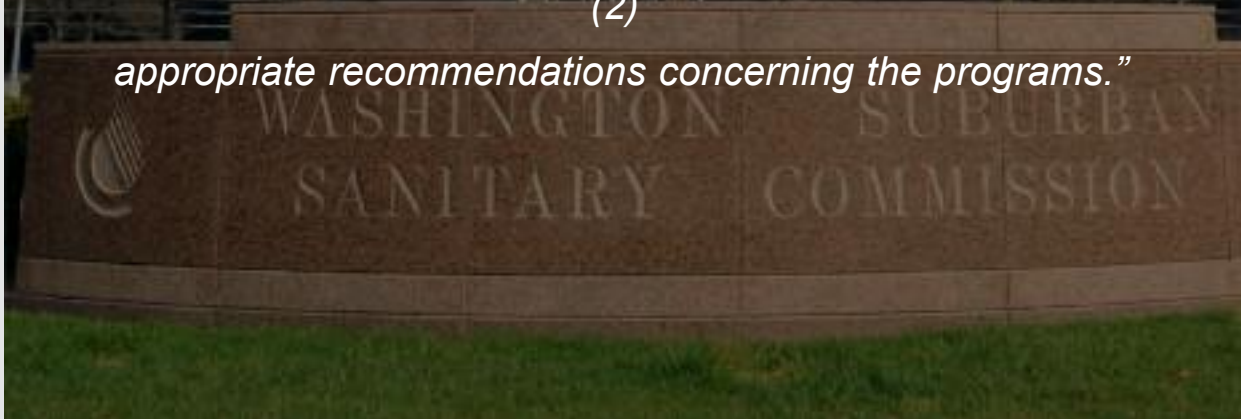
“By September 15 of each year, the Commission shall issue a report to the Montgomery County and Prince George's County Senate and House Delegations to the Maryland General Assembly concerning:

(1)

the implementation and administration of the minority business enterprise programs under this subtitle for the fiscal year ending on the preceding June 30; and

(2)

appropriate recommendations concerning the programs.”





Washington Suburban Sanitary Commission

14501 Sweitzer Lane • Laurel, Maryland 20707-5901

COMMISSIONERS
Dr. Roscoe M. Moore, Jr., Chair
Christopher Lawson, Vice Chair
Gene W. Counihan
Melanie Hartwig-Davis
Antonio L. Jones
Adrienne A. Mandel

GENERAL MANAGER
Jerry N. Johnson

September 15, 2011

Dear Community and Business Partners:

On behalf of the 1,500 dedicated employees of the Washington Suburban Sanitary Commission (WSSC or Commission), it gives me great pleasure to present to you WSSC's Fiscal Year (FY) 2011 Legislative Report for the Small, Local and Minority Business Enterprise (SLMBE) Program. The Legislative Report provides an overview of the past fiscal year achievements and activities.

Since my appointment in 2009, the promises I have made to strengthen and broaden our response to the minority-owned (MBE) and women-owned business community have been met in many ways. I am proud of the accomplishments shared in this Legislative Report. As we continue forward with our MBE and Small Local Business Enterprise (SLBE) initiatives, WSSC will continue to ensure fair and equal access to contracting opportunities. This commitment to WSSC's SLMBE Program starts at the top of our company with me and involves our leadership team and employees working to embed supplier diversity principles in all our business processes and practices.

The Commission realizes the value of having a diverse and inclusive acquisition process, which enhances competition and the quality of services. In turn, a more robust process helps us provide reliable and affordable services to our customers. Through the SLMBE Office, the Commission continuously and consistently measures our SLMBE Program progress. Some of our significant accomplishments for FY 2011 included:

- Completing the WSSC 2010 Disparity Study in record time (under one year);
- Launching the new MBE Program adopted by the Commission for implementation on May 1, 2011;
- Launching the new SLBE Program adopted by the Commission for implementation on August 26, 2011;
- Exceeding the MBE contract payment objective of 26% of the total contract payments;
- Achieving \$66.9 million (27%) in MBE contract payments, which is \$6.9 million more than FY 2010;
- Achieving \$133.2 million (31%) in MBE contract awards, which is \$56 million more than FY 2010 MBE; and
- Achieving \$14.8 million in payments to SLBE firms, which is \$4 million more than FY 2010.

We appreciate the recognition we have received over the past fiscal year for our dedication to the SLMBE community. In addition, we appreciate the support provided by the business communities in Prince George's and Montgomery counties, the WSSC Commissioners, our employees and most especially our customers.

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 WSSC) to transform these admirable ambitions into what we all know today as the Commission.

In recent years, all plants receiving sewage from the WSSC's wastewater collection system have been equipped with some form of advanced treatment. The WSSC service area is generally ahead of the rest of the nation in the development of facilities which have taken a big step (tertiary treatment) beyond the conventional primary-secondary processing of wastewater. Consequently, it produces an exceptionally high quality of effluent (treated wastewater) at all of its plants.

WSSC 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.

In summary, the WSSC, which started with almost no resources more than nine decades ago, 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 create an inclusive purchasing environment by strengthening WSSC's partnership with small, local and minority businesses.

The Minority Business Enterprise (MBE) and Small Local Business Enterprise (SLBE) Programs are multi-tiered programs complete with policies and procedures. The policies and procedures include, but are not limited to, expenditure goals and compliance, certification of MBEs and approval of SLBE requirements, dedicated resources and extensive community outreach.

Small, Local and Minority Business Enterprise Office

SLMBE Office Mission

The SLMBE Office is dedicated to creating an inclusive purchasing environment while building sustainable relationships; expanding opportunities; and cultivating growth of SLMBEs which adds value to the Commission and community we serve.

Supplier Diversity Strategy

WSSC seeks highly skilled, diverse suppliers whose fresh perspectives and innovation help meet our business challenges. WSSC has made a strong commitment to its relationships with minority- and women-owned businesses. WSSC benefits in many ways by actively seeking products and services from companies that mirror our diverse workforce and community. It is our mission to ensure that we have a supplier base that is reflective of the community we serve.

The SLMBE Office supports 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 on Supplier Advocacy, Compliance, Extensive Outreach, and Supplier Development. These 4-Pillars provide the foundation of our effort to achieve excellence in a fully-integrated supplier diversity program at WSSC. The 4-Pillars support the SLMBE Office's long-term objectives, which include adopting, collaborating and institutionalizing best-in-class supplier diversity principles.

In support of the supplier diversity strategy, the SLMBE Office administers WSSC's MBE and SLBE Programs to mitigate the on-going effect of discrimination in WSSC's market area.

WSSC Core Values



Accountability:

We are responsible employees who are accountable and take our actions seriously.

Integrity and Respect:

We are a diverse organization that encourages and practices equality, trust, openness, and respect for all.



Excellence:

We achieve the highest level of quality and productivity, demonstrating excellence in providing world class service to everyone.

Individual Initiative:

We create and seize opportunities to grow personally and professionally, contributing to the success of our organization.



Environmental Stewardship:

We continuously enhance and protect natural resources and the environment for the health of future generations.

Cost Awareness:

We balance cost and benefit in our daily decision-making.



"Diversity...just the way we do business!"

The WSSC is committed to the utilization and success of SLMBE firms in Prince George's and Montgomery counties, and the surrounding metropolitan area. This report will share how the Commission implemented its various business initiatives to: exceed the FY 2011 aspirational goal for MBE payments of 26%; increase participation of SLMBE firms in the Commission's contracting opportunities; and support development of business capacity and competitiveness through Commission-sponsored supplier training programs.

Once again, WSSC has either met or exceeded SLMBE performance measures in support of its strategic procurement initiatives and supplier diversity goals. In FY 2011, WSSC completed its much-anticipated Disparity Study in record time. On March 16, 2011, WSSC authorized a new MBE Program. WSSC's new MBE Program became effective May 1, 2011. Subsequently, the SLBE Program was updated, and adopted by the Commission on July 20, 2011. The SLBE Program, which also reflect findings and results of the Disparity Study, became effective on August 26, 2011.

In FY 2011, the Commission spent \$66.9 million (27%) in total contract payments with MBE firms (Figure 1) as compared to \$59.9 million (26%) in FY 2010¹ (Figure 2).

Figure 1: FY 2011 MBE Contract Payments

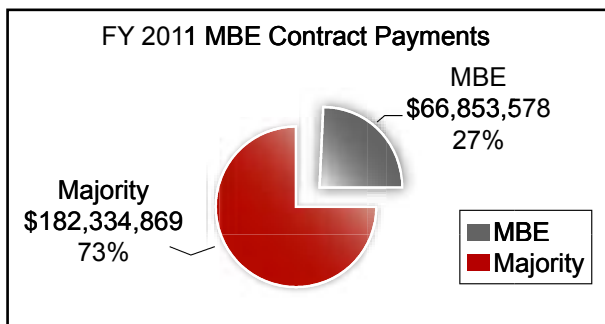
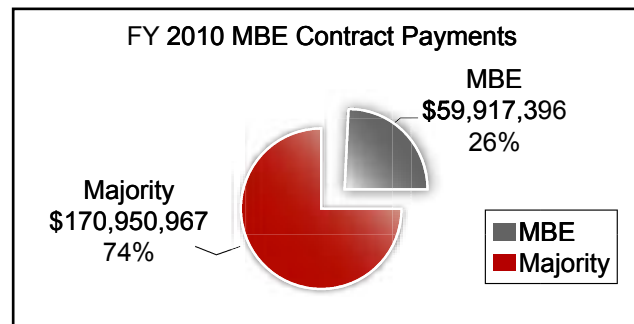


Figure 2: FY 2010 MBE Contract Payments



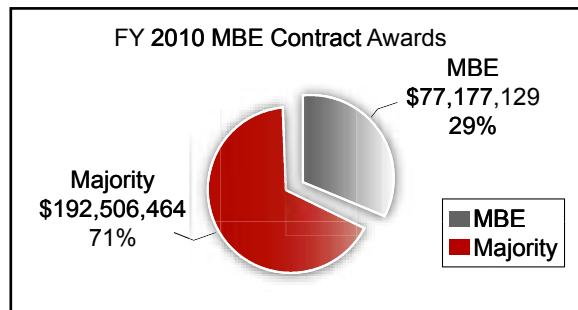
¹ The majority payment in Figure 1 includes \$20.8 million in validated subcontract payments and these dollars have been subtracted from the \$203.1 million in majority payments to ensure they are not double counted. The majority dollars depicted in Figure 1 have been adjusted to reflect the subtraction. In the FY 2010 and previous Legislative Reports the percentages associated with graphs reflected this adjustment; however, the presentations of dollars within the figures did not. The adjustments are being reflected in Figure 2 to provide greater clarity and transparency to our process and reporting of MBE contract payment performance.

The Commission in FY 2011 awarded \$133.2 million (31%) to MBE firms (Figure 3). WSSC's total contract award dollars of \$427.5 million increased in comparison to the \$270 million total contract award dollars for FY 2010 (Figure 4). The MBE contract awards increased in FY 2011 to \$133.2 million (31%) from \$77.2 million (29%) in FY 2010.

Figure 3: FY 2011 Contract MBE Awards



Figure 4: FY 2010 Contract MBE Awards



Spending with SLBE firms significantly increased in FY 2011. The total contract payments made to SLBE firms, inclusive of prime contractors and validated payments to subcontractors, in FY 2011, was \$14.8 million, an increase of \$4 million compared to FY 2010 SLBE contract payments at \$10.8 million.

The SLMBE Office continues to deliver a robust schedule of educational seminars designed to train suppliers on how to be successful in bidding on WSSC contracting opportunities by building business capacity to expand competitiveness and effectively networking prime contractors for joint venture and teaming opportunities. To that end, WSSC and the SLMBE Office received several recognitions for its accomplishments by external stakeholders and supporting organizations, including the National Organization of Professional Women's award for "Woman of the Year," and the "2011 Most Innovative Executive of the Year Award for Minority Businesses," bestowed upon Jerry N. Johnson, General Manager and CEO of WSSC.

As part of its comprehensive outreach and stakeholder engagement strategy, the SLMBE Office continued to expand its connectivity to the business community and professional and trade organizations. Through its quarterly newsletters, weekly e-blasts, special announcements, targeted mailings, presence on the WSSC website, program brochures and the annual Legislative Report, the SLMBE Office remains a strategic resource to the supplier community on MBE and SLBE initiatives at WSSC, and a reliable link to similar initiatives throughout Prince George's and Montgomery counties.

In FY 2011, the SLMBE Office maintained a vigorous outreach effort to both educate and enlist potential suppliers to increase opportunity and competition. These efforts resulted in a total of 1,761 new supplier registrations in the Centralized Bidder Registration (CBR) system, approval of 74 new firms into the SLBE Program and hosted, co-hosted and/or participated in 53 external events such as tradeshow, business/procurement fairs and networking events. The SLMBE Office conducted over 13 internal outreach events, including 9 supplier development workshops and 4 industry specific "Vendor Day" and "Matchmaking" events.

The WSSC and SLMBE Office's performance in FY 2011, and our goals for the coming fiscal year, demonstrate the Commission's commitment and the quality of the SLMBE Program to the community WSSC serves.



Internal Efforts of WSSC and the SLMBE Office

The commitment of our SLMBE Program is rooted in the belief of the WSSC Commissioners, General Manager/CEO and senior management that, *“diversity is just the way we do business.”*

While embraced and embedded by the SLMBE Office staff, this commitment is growing deeper in WSSC’s culture with positive effects in how WSSC implements policies to increase participation by MBEs and WBEs in contracting opportunities. Motivated by our achievements in FY 2011, the SLMBE Office strives continuously to integrate new, best and current supplier diversity practices and principals designed to strengthen relationships with the local business community, professional and trade organizations, policy makers, and the public in an effort to meet and exceed our fiscal year MBE expenditure aspirational goal.

As in previous fiscal years, our internal efforts encompassed the 4-Pillars: *Supplier Advocacy, Compliance, Extensive Outreach* and *Supplier Development*.

Supplier Advocacy

Ensures fair and equal access to WSSC contracts for all suppliers by implementing, for example, the following:

- Developing and implementing policies and procedures to further the purpose and goals of the SLMBE Program;
- Reviewing and approving SLBE applications and guidelines;
- Serving on project and contract evaluation committees, including the Purchase Order Review Committee and Consultant Selection Committee;
- Reviewing solicitations and recommending MBE and SLBE subcontracting requirements for contracts; and
- Establishing service level agreements with the Acquisition Office.

Compliance

The SLMBE Office established a new compliance guide for Good Faith Efforts to support enforcement of compliance requirements. This comprehensive guide provides specific Good Faith Effort criteria, evaluation ratings for submittals and samples of acceptable Good Faith Efforts documentation. The SLMBE Office also implemented strategies to enhance supplier compliance by:

- Conducting regularly-scheduled trainings on SymTrac™, WSSC's subcontract reporting tools;
- Validating subcontractor utilization through the use of compliance reporting tools and on-site visits;
- Processing nearly 1,000 contract-related memorandums to optimize participation of MBEs and WBEs on WSSC-funded contracts; and
- Executing Acquisition Directives (standards) to better inform suppliers, streamline business processes, and ensure supplier compliance.

Extensive Outreach

Communicates Commission contracting opportunities and procurement processes, and creates awareness about the SLMBE Program by:

- Strategically preparing and executing industry specific Vendor Days and other events to educate suppliers, and create networking and supplier development opportunities for SLMBE suppliers;
- Participating in local and national outreach events such as workshops, conferences, matchmaking events, business fairs and "Vendor Days" hosted by other stakeholders; and
- Responding to approximately 500 calls and 170 walk-in inquiries annually from suppliers seeking information about WSSC SLMBE opportunities.

Supplier Development



In collaboration with the WSSC Acquisition Office and WSSC's contracting areas, the SLMBE Office co-hosted and/or served as presenters in several Supplier Education Sessions at the WSSC headquarters in Laurel, Maryland. Suppliers of all sizes and classifications participated in the various seminars, workshops and informational sessions. For many of the

participating suppliers, the opportunity to network, receive information on ways to build their business capacity and learn about WSSC contracting procedures enhanced their success in doing business with WSSC.

FY 2011 Supplier Education Sessions

A Look into the Phases of Bidding

SLMBE Meeting the Requirements

SymTrac™ - Importance of Compliance

Subcontracting - What Every Prime Contractor Needs to Know

Prime Contracting for Goods and Services

The SLMBE Office continues to keep our supplier community informed of the events taking place via the well recognized quarterly newsletter, *The SLMBE Connection*. In keeping with WSSC's value of Environmental Stewardship and "green" initiatives, *The SLMBE Connection* is distributed electronically to our suppliers and internal stakeholders. The newsletter features articles that provide the tools and resources for enhancing a firm's capacity to be successful in conducting business with WSSC and/or other agencies. *The SLMBE Connection* often serves as the primary link for information about organizations in both Prince George's and Montgomery counties that focus on and provide assistance to business owners.



The SLMBE Office publishes weekly The *SLMBE E-Blast* to complement the quarterly newsletter and provide supplemental information about contracting opportunities, supplier events, and critical information to help suppliers navigate the procurement process. The *SLMBE E-Blast* also keeps the supplier community abreast of the latest news and changes in WSSC policies and procedures and provides a link for questions or comments to the SLMBE Office staff on special topics. The *SLMBE E-Blast* is a key SLMBE Office communications vehicle, which connects WSSC and the SLMBE Office to the supplier community in a consistent and measurable way.



WSSC continues to maintain up-to-date information about the SLMBE Program on the corporate website at www.wsscwater.com. The SLMBE Program webpages provide information on the goods and services WSSC purchases, and access to the CBR and technical documents needed to assist in successful contracting with WSSC, as well as other relevant information for ratepayers and the public. Suppliers may also register online for upcoming WSSC-hosted events, and learn about other events sponsored by organizations that the SLMBE Office and other WSSC teams will participate in. Suppliers may also download the MBE and SLBE Program policies, WSSC Standard Procedures (SP), the WSSC 2010 Disparity Study Final Report and Executive Summary, and documents required to apply for SLBE status.

The SLMBE Office continues to actively participate on leadership boards and committees of supplier diversity organizations to remain connected to best and current practices in supplier development and to provide expertise on administering a successful MBE Program. The SLMBE Office also maintains membership and support of local and national business councils, chambers, associations and other like-minded organizations. These organizations include: Women Presidents' Educational Organization (WPEO), Metro Washington Chapter of the Associated Builders and Contractors, Inc. (ABC), and MD/DC Minority Supplier Development Council (MD/DC MSDC). The SLMBE Office continued to support numerous regional minority/diversity business development groups based in our service area. These groups represent various ethnic populations as well as other public and private sector business interests in our region.

Background

A disparity study quantifies the difference between the availability of MBE firms in a government agency's market and the utilization of those firms by the agency. This analysis is typically regarded as the key factual support for an MBE Program's race- and/or gender-conscious remedies or preferences. The WSSC 2010 Disparity Study (Disparity Study) closely examined WSSC-funded contracts from July 1, 2003 to June 30, 2009 (study period). On May 1, 2011, the new MBE Program, referred to as SP MBE 11-01, became effective and is based upon the Disparity Study and other information sources.

Key Objectives of SP MBE 11-01 resulting from the Disparity Study

1. To eliminate or minimize statistically-significant underutilization (disparity) of MBEs and WBEs in the WSSC contracting areas in which such underutilization has been found to exist based on the Disparity Study analysis. To meet this objective, WSSC may implement race- and gender-conscious remedies, but only as a last resort after considering use of race- and gender-neutral means and finding that they alone will likely be insufficient to remedy the effects of specific discrimination.
2. To increase participation of ready, willing and able MBEs and WBEs to compete for WSSC prime contracting and subcontracting opportunities.

The Disparity Study's Key Findings

During the study period, WSSC's total contract payments totaled slightly over \$1.3 billion. Overall, MBE primes collected 26.3% of the \$1.3 billion in contract payments. Using the data on WSSC contracts issued during the study period, a prime contract disparity analysis was completed for contracts of less than \$1 million for Architectural & Engineering (A&E), Construction and Goods and Services. For Professional Services contracts, the disparity analysis focused on contracts below \$500,000 in value (Figure 5).*

In determining whether there was a disparity between MBE availability and utilization, the independent consultant evaluated five distinct racial, ethnic and gender groups, which together constitute MBEs, including African Americans, Asian Americans, Hispanic Americans, Native Americans and non-minority WBE firms.

For prime contracts of less than \$1 million with the exception of Professional Services contracts* statistically-significant disparities were found in:

- Construction for each of the MBE groups, except Hispanic Americans;
- A&E for each of the MBE groups except, Native Americans;
- Goods and Services for each of the MBE groups except, Native Americans; and for
- Professional Services Contracts under \$500,000, a statistically significant disparities were found in each of the MBE groups, except Native Americans (Figure 5).

Figure 5: Prime Contract Findings under \$1M with the Exception of Professional Services*

Ethnic/Gender	Construction	A&E	Goods and Services	*Professional Services (Under \$500,000 Only)
African American	Yes	Yes	Yes	Yes
Asian American	Yes	Yes	Yes	Yes
Hispanic American	No	Yes	Yes	Yes
Native American	Yes	No	No	No
WBE	Yes	Yes	Yes	Yes

Note: “Yes” indicates a statistically-significant under utilization (disparity) was found. “No” indicates that a statistically significant disparity was not found.

Approximately 2,277 subcontracts between WSSC primes and subcontractors that were entered into during the study period were analyzed. These subcontracts had aggregate payments of approximately \$230 million, of which MBE subcontractors received over \$128 million or 55.9%.

The analysis of WSSC subcontracts yielded statistically-significant disparities in:

- Construction: African American, Asian American, and Native American firms experienced underutilization, but not Hispanic American and non-minority WBE firms;
- A&E: Only Hispanic American firms demonstrated underutilization;
- Goods and Services: African American and Asian American firms exhibited underutilization only; and
- Professional Services: No statistically valid disparities were found among any of the MBE groups (Figure 6).

Figure 6: Subcontract Disparity Study Findings

Ethnic/Gender	Construction	A&E	Goods and Services	*Professional Services
African American	Yes	No	Yes	X
Asian American	Yes	No	Yes	X
Hispanic American	No	Yes	No	X
Native American	Yes	No	No	X
WBE	No	No	No	X

Note: “Yes” indicates a statistically-significant under-utilization (disparity) was found. “No” indicates that a statistically-significant disparity was not found, and an “X” indicates there were insufficient records to determine a statistical disparity.

“WSSC is committed to avoid being an active or passive participant in private discrimination or in any system of exclusion based on race, gender or ethnicity.

WSSC has a compelling interest to remedy any ongoing effects of marketplace discrimination against minority- and women-owned business enterprises that are ready, willing, and able to sell goods and services to the Commission.”

- Standard Procedure MBE 11-01

Performance Measures, Data and Graphs - The SLMBE Program Brings Results in Fiscal Year 2011

SUMMARY OF FY2011 TOTAL CONTRACT PAYMENTS AND AWARDS

Contract Payments

In FY 2011, WSSC's total contract payments were \$270 million, including \$20.8 million in validated subcontract payments. The majority payments include the same \$20.8 million in validated subcontract payments. These subcontract payment dollars have been subtracted from the \$203.1 million in majority payments to ensure they are not double counted. This is reflected in all contract payment graphs. The contract payments to MBE firms were \$66.9 million or 27% of the Commission's total adjusted contract payments of \$249.2 million*, which exceeded the MBE payment objective of 26% (Figure 7). It is important to note that the Commission continues to surpass comparable utilities in monitoring and reporting SLMBE payments data, which is essential to reporting the effectiveness of the SLMBE Program.

Contract Awards

In FY 2011, WSSC's total contract awards were \$427.5 million. This amount represents contracts awarded in the four WSSC contracting areas: A&E, Construction Services, Goods and Services and Professional Services. Of the total contracts awarded in FY 2011, \$133.2 million or 31% was awarded to certified MBE firms.

Good Faith Efforts and Compliance

The WSSC leadership and staff continued to play an integral role in the enforcement of Good Faith Efforts and other compliance measures. Submission of documented evidence to support requests to modify subcontracting commitments and Good Faith Efforts measures employed by prime contractors were routinely scrutinized by the Commission. The SLMBE Office received 14 waiver requests in FY 2011. Of the 14 waiver requests, 4 were approved and 10 were denied. Of the 4 approved waivers, 3 were partial waiver requests.

Note: Majority - (Sub Payments) + MBE + WBE = Total Adjusted Contract Payments. MBE and WBE award dollars include Prime and Subcontract award dollars. Majority award dollars are adjusted to exclude amount proffered to subcontractors.

Figure 7: Summary of Total Contract Payments

Contracting Areas	Goal	MBE**	MBE%	MBE	WBE	Majority	Sub Payments
A & E	24%	\$ 9,339,065	30%	\$ 7,475,261	\$ 1,863,804	\$28,304,350	(\$ 6,844,691)
Construction	20%	\$13,330,216	14%	\$ 8,449,700	\$ 4,880,516	\$81,255,635	(\$ 2,597,807)
Goods and Services	28%	\$42,646,219	36%	\$20,679,468	\$21,966,751	\$87,541,125	(\$10,393,569)
Professional Services	20%	\$ 1,538,078	23%	\$ 985,133	\$ 552,945	\$ 6,007,341	(\$ 937,515)
Totals	26%†	\$66,853,578	27%	\$37,589,562	\$29,264,016	\$203,108,451	(\$20,773,582)
*Majority - (Sub Payments) + MBE + WBE = Total Adjusted Contract Payments							\$249,188,447

†Annual MBE payments objective, inclusive of WBEs. ** MBE/WBE includes certified-MBE and WBE firms.



The following pages depict the breakdown of contract payments and awards for FY 2011. 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 2011.

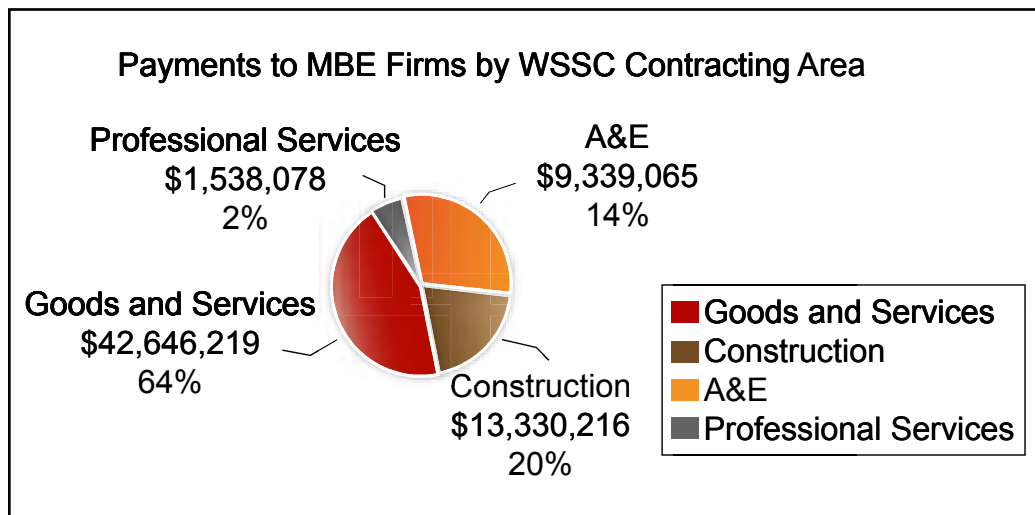
Note: Majority - (Sub Payments) + MBE + WBE = Total Adjusted Contract Payments. MBE and WBE award dollars include Prime and Subcontract award dollars. Majority award dollars are adjusted to exclude amount proffered to subcontractors.

Summary of FY 2011 Total Contract Payments and Awards by WSSC Contracting Areas

MBE contract award amounts serve as a leading indicator for WSSC's MBE contract performance. However, it is the remittance of payments to MBE firms that, ultimately, measure the success of the MBE Program. The following Figures provide the breakdown of contract payments based on total contract payments, WSSC contracting areas and MBE classifications.

Figure 8 represents the breakdown of the total \$66.9 million dollars paid to MBE firms in the WSSC contracting areas for FY 2011.

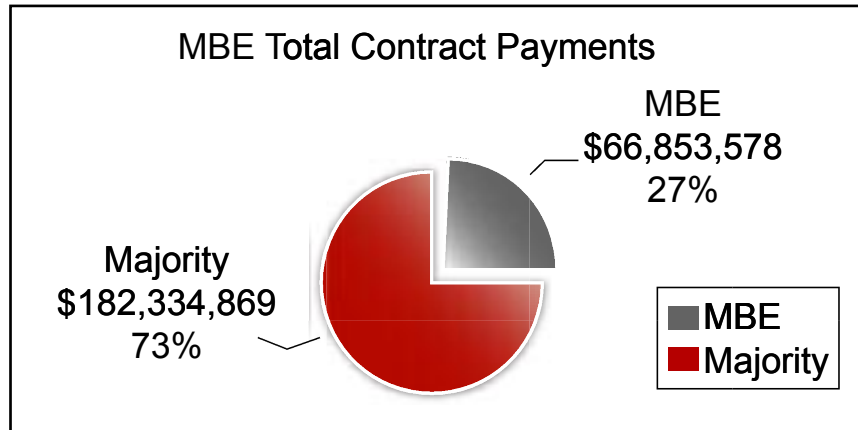
Figure 8: MBE Total Contract Payments by WSSC Contracting Areas



Note: Majority - (Sub Payments) + MBE + WBE = Total Adjusted Contract Payments. MBE and WBE award dollars include Prime and Subcontract award dollars. Majority award dollars are adjusted to exclude amount proffered to subcontractors.

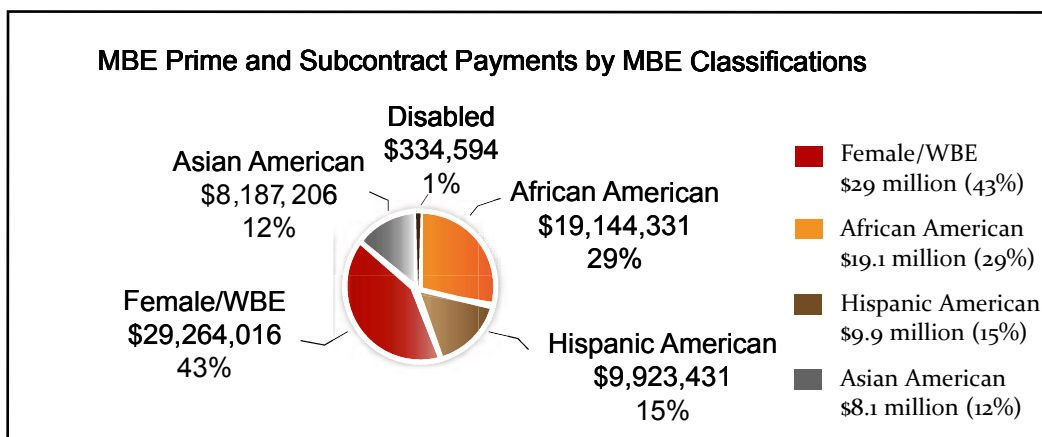
In FY 2011, of the total contract payments remitted, the majority payments minus validated subcontract dollars of \$20.8 million totaled \$182.3 million (73%) compared to MBE payments of \$66.9 (27%) million, inclusive of payments to WBEs.

Figure 9: MBE Total Contract Payments



Of the \$269.9 million in total contract payments in FY 2011, MBE firms received: (Figure 10)

Figure 10: MBE Prime and Subcontract Payments by MBE Classifications



Note: Majority - (Sub Payments) + MBE + WBE = Total Adjusted Contract Payments. MBE and WBE award dollars include Prime and Subcontract award dollars. Majority award dollars are adjusted to exclude amount proffered to subcontractors.

For the purpose of this Legislative Report, WSSC reports total contract payments based on its service area of Prince George's and Montgomery counties, the Baltimore and Washington SMSA respectfully, other surrounding communities/counties in Maryland and out of state. Figure 11 illustrates that the majority of WSSC's total contract payments that were remitted to businesses domiciled or maintaining a significant presence in Prince George's and Montgomery counties.

Figure 11: Total Contract Payments by Location

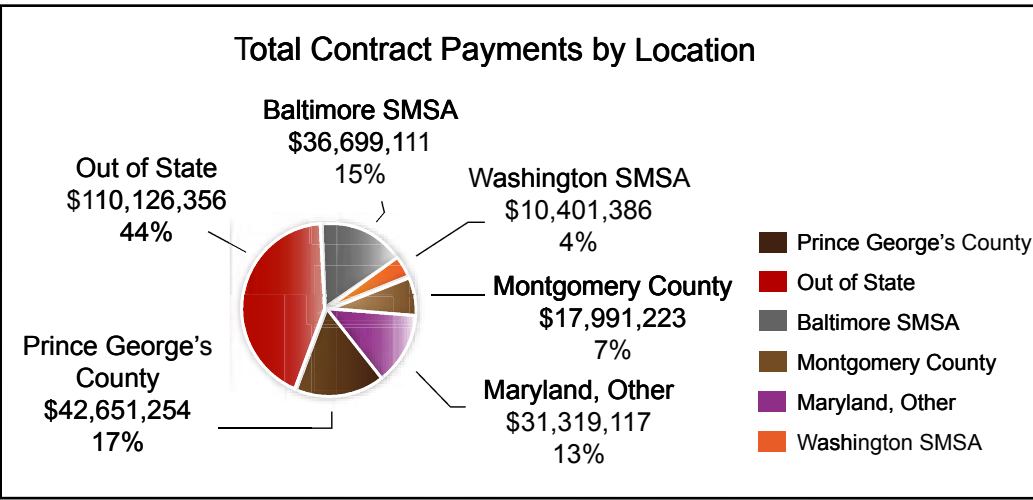
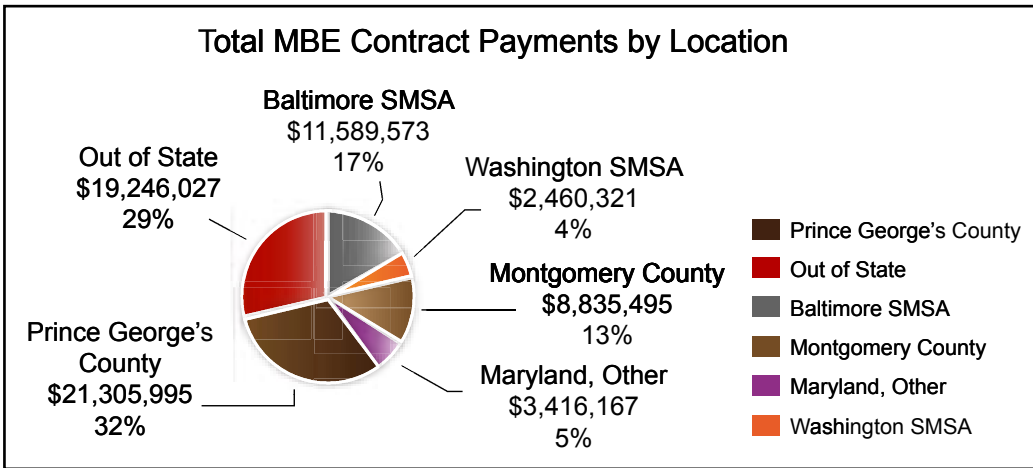


Figure 12 illustrates that the majority of WSSC's MBE contract payments were remitted to businesses domiciled in or which maintained a significant presence in Prince George's County at \$21.3 million.

Figure 12: Total MBE Contract Payments by Location



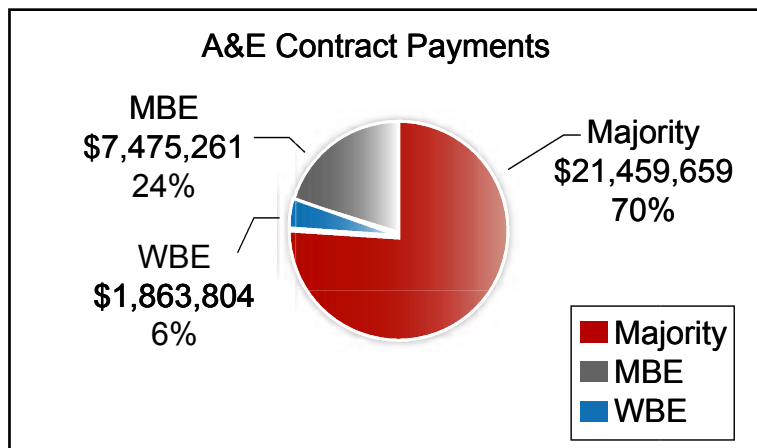
Note: Majority - (Sub Payments) + MBE + WBE = Total Adjusted Contract Payments. MBE and WBE award dollars include Prime and Subcontract award dollars. Majority award dollars are adjusted to exclude amount proffered to subcontractors.

Summary of FY 2011 Contract Payments to MBE Firms by WSSC Contracting Areas

WSSC acquires goods and services in four contracting areas: A&E, Construction, Professional Services, and Goods and Services. The following graphs represent the comparative amount of contract payments to majority, MBE and WBE firms.

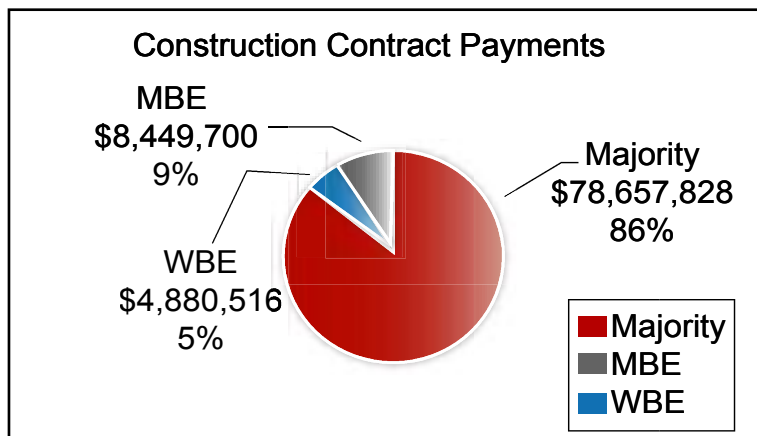
A&E contract payments totaled \$31 million. Of the total contract payments, MBE firms received \$7.5 million (24%) and women-owned firms received \$1.9 million (6%) (Figure 13).

Figure 13: Architectural and Engineering (A&E) Contract Payments



Construction contract payments totaled \$92 million. Of the total contract payments, MBE firms received \$8.4 million (9%) and women-owned firms received \$4.9 million (5%) (Figure 14).

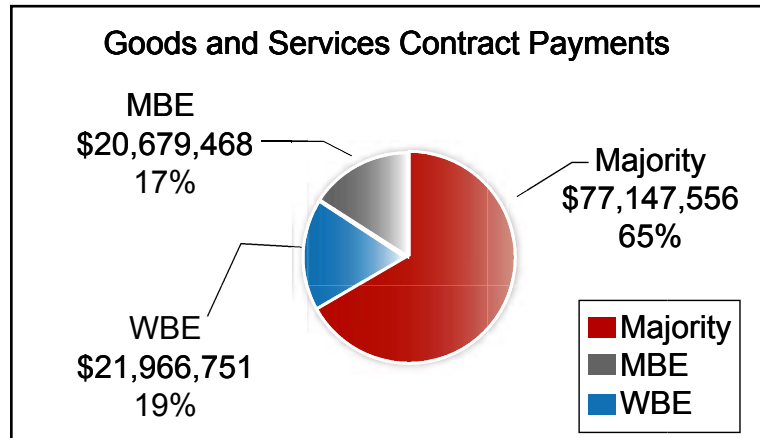
Figure 14: Construction Contract Payments



Note: Majority - (Sub Payments) + MBE + WBE = Total Adjusted Contract Payments. MBE and WBE award dollars include Prime and Subcontract award dollars. Majority award dollars are adjusted to exclude amount proffered to subcontractors.

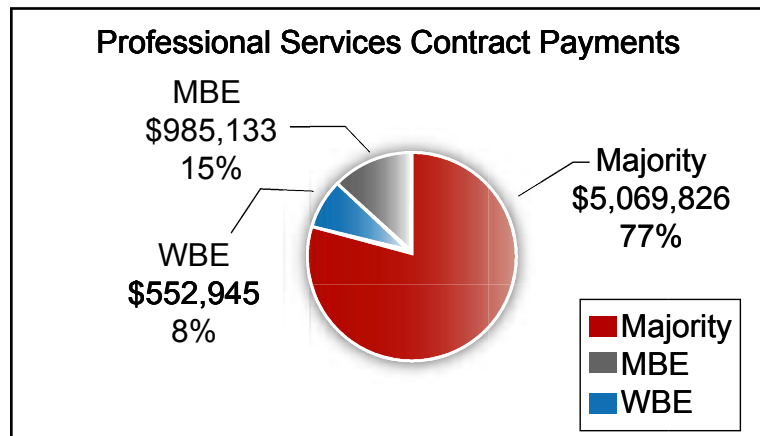
Goods and Services contract payments totaled \$119.8 million. Of the total contract payments, MBE firms received \$20.7 million (17%) and women-owned firms received \$22 million (19%) (Figure 15).

Figure 15: Goods and Services Contract Payments



Professional Services contract payments totaled \$6.6 million. Of the total contract payments, MBE firms received \$985,133 (15%) and women-owned firms received \$552,945 (8%) (Figure 16).

Figure 16: Professional Services Contract Payments



Note: Majority - (Sub Payments) + MBE + WBE = Total Adjusted Contract Payments. MBE and WBE award dollars include Prime and Subcontract award dollars. Majority award dollars are adjusted to exclude amount proffered to subcontractors.

Summary of FY 2011 Contract Awards to MBE Firms, MBE Primes and Subcontractors

In FY 2011, of the contracts awarded, \$85.1 million was awarded to MBE firms and \$48 million was awarded to WBEs firms for total MBE/WBE contract awards of \$133.2 million (Figure 17).

Figure 17: Summary of Total MBE Contract Awards

Contracting Areas	M/WBE%	MBE	WBE	Majority	Totals
A & E	36%	\$ 8,607,484	\$ 3,283,267	\$ 20,783,172	\$ 32,673,923
Construction	8%	\$ 5,230,884	\$ 4,365,984	\$103,894,719	\$113,491,587
Goods and Services	41%	\$38,501,015	\$30,410,637	\$ 99,435,499	\$168,347,151
Professional Services	38%	\$32,811,978	\$10,000,000	\$ 70,144,590	\$112,956,568
Totals	31%	\$85,151,361	\$48,059,888	\$294,257,980	\$427,469,229

Of the \$427.5 million in total contract awards, \$77.8 million (18%) was awarded to prime MBE firms and \$55.4 million (13%) was proffered to MBE subcontractors (Figure 18).

Figure 18: Contract Awards to MBE Primes and Subcontractors

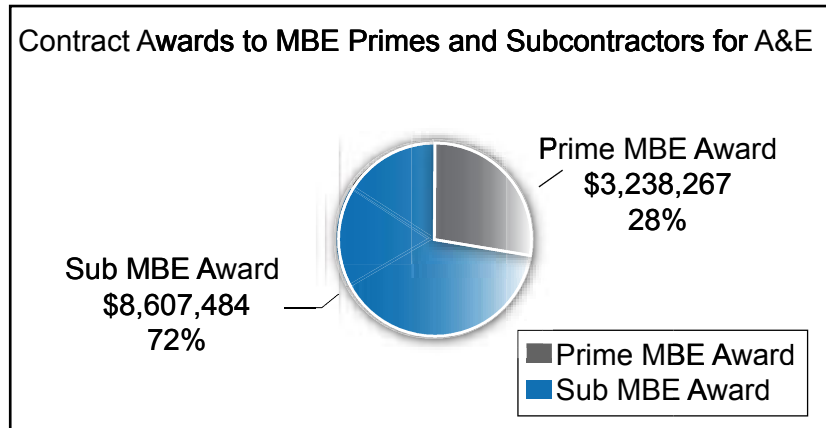
Contracting Areas	Sub% of MBE	Sub MBE Awards	Prime MBE Awards	Total MBE Awards
A & E	72%	\$ 8,067,484	\$ 3,283,267	\$11,890,751
Construction	20%	\$ 1,880,360	\$ 7,716,508	\$ 9,596,868
Goods and Services	19%	\$12,799,796	\$56,111,856	\$68,911,652
Professional Services	75%	\$32,121,652	\$10,690,326	\$42,811,978
Totals	42%	\$55,409,292	\$77,801,957	\$133,211,249



Contract Awards to MBE Firms by WSSC Contracting Areas (Prime and Subcontractor Comparison)

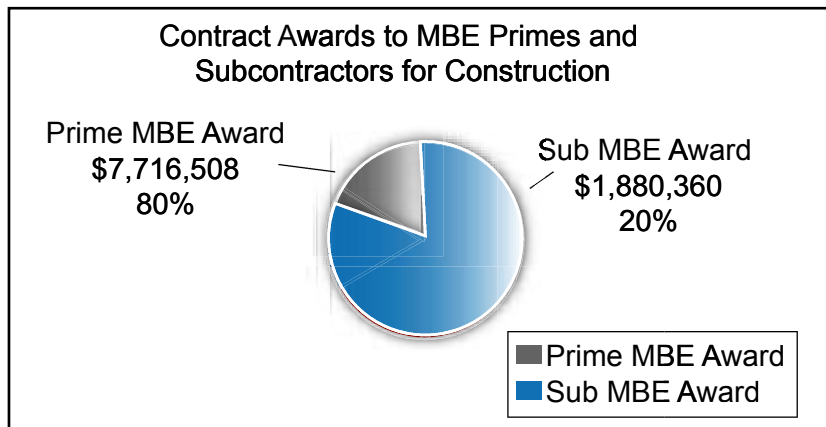
In FY 2011, the contract awards to A&E MBE firms totaled \$11.8 million. Of the total MBE-awarded contracts, \$3.3 million (28%) was awarded to prime MBE A&E firms and \$8.6 million (72%) was proffered to MBE A&E subcontractors (Figure 19).

Figure 19: Contract Awards to MBE Primes and Subcontractors for A&E



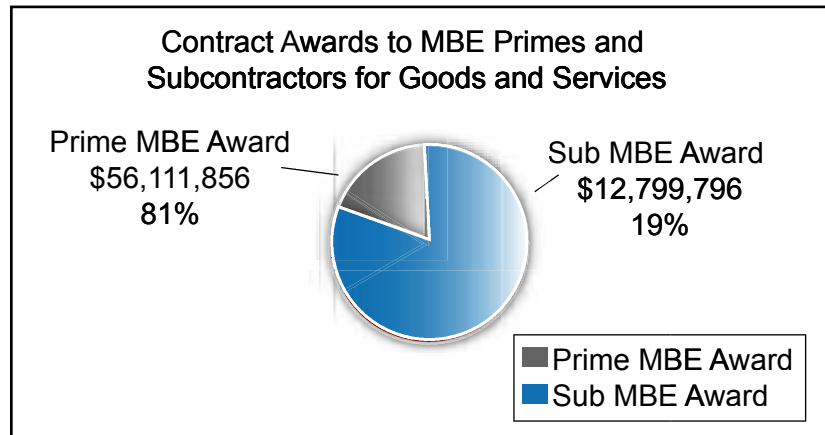
In FY 2011, the contract awards to Construction MBE firms totaled \$9.6 million. Of the total MBE-awarded contracts, \$7.7 million (80%) was awarded to prime MBE Construction firms and \$1.9 million (20%) was proffered to MBE Construction subcontractors (Figure 20).

Figure 20: Contract Awards to MBE Primes and Subcontractors for Construction



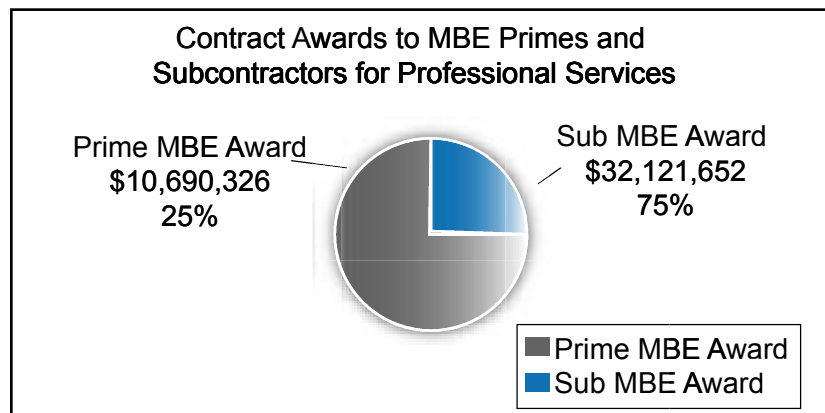
In FY 2011, the contract awards to Goods and Services MBE firms totaled \$68.9 million. Of the total MBE-awarded contracts, \$56.1 million (81%) was awarded to prime MBE Goods and Services firms and \$12.8 million (19%) were proffered to MBE Goods and Services subcontractors (Figure 21).

Figure 21: Contract Awards to MBE Primes and Subcontractors for Goods and Services



In FY 2011, the contract awards to Professional Services MBE firms totaled \$42.8 million. Of the total MBE-awarded contracts, \$10.7 million (25%) was awarded to prime MBE Professional Services firms and \$32.1 million (75%) was proffered to MBE Professional Services subcontractors (Figure 22).

Figure 22: Contract Awards to MBE Primes and Subcontractors for Professional Services



FY 2011 Total Number of Contracts Awarded by Business Type

In FY 2011, WSSC awarded 1,335 contracts. Of the total, 16% were awarded to MBE firms, inclusive of WBEs and 7% were awarded to SLBE firms. Compared to FY 2010, there was a decrease of 90 in total contract awards (Figure 23).

Figure 23: Total Number of Contracts Awarded by Business Types

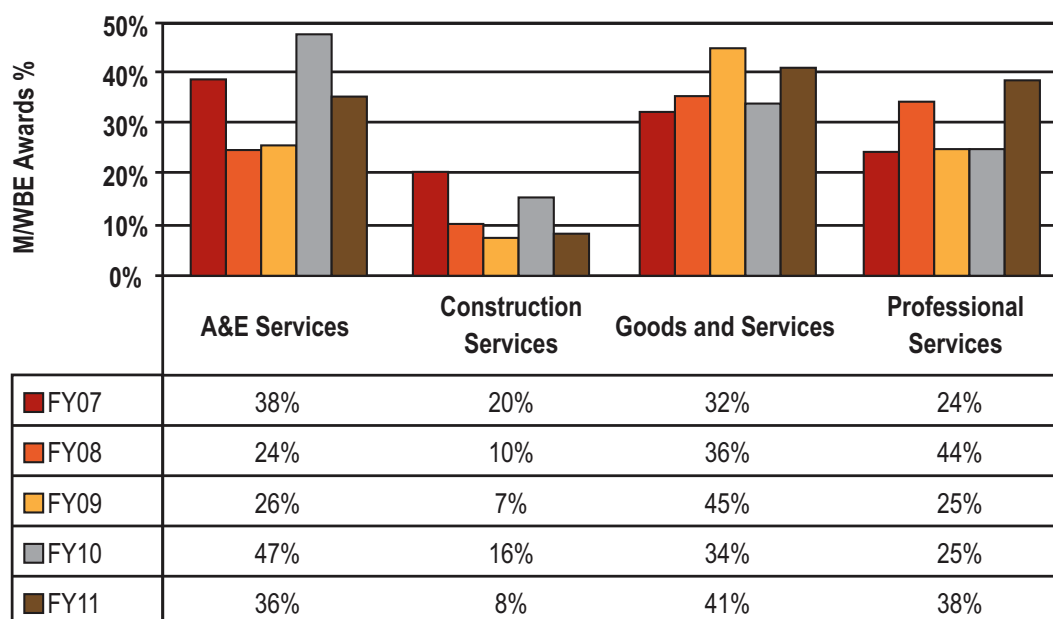
Business Types	Number	% of Awards
MBE	210	16%
SLBE (Only)	98	7%
Majority	1,027	77%
Total Awards	1,335	100%

The trending data depicts that on average, WSSC awards 27% of its total contracts to MBE firms. In FY 2011, WSSC achieved 31% awards to MBEs, which indicates a strong commitment to the SLMBE Programs and contracting practices implemented throughout FY 2011 (Figure 24).

Figure 24: Trending Report by Fiscal Year for MBE Awards

Fiscal Year	MBE%	MBE Awards	Majority Awards	Total Awards
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
2011	31%	\$133,211,249	\$294,257,980	\$427,469,229

Figure 25: Trending Report of MBE Awards by Fiscal Year and WSSC Contracting Areas



The SLBE Program was established in 2001 with the intent to provide a race- and gender-neutral tool for the Commission to use in its efforts to ensure that all segments of its local business community have an appropriate opportunity to participate in WSSC contracting opportunities. The SLBE Program furthers WSSC's objective of fostering broad-based competition within the small and local business community, and encourages economic growth by offering benefits to small firms headquartered in Montgomery and Prince George's counties.

In FY 2011, WSSC's payments to SLBE firms (primes and validated payments to subcontractors) totaled \$14.8 million representing a \$4 million increase over FY 2010 payments of \$10.8 million. The dollars associated with the SLBE Program are strictly SLBE payments.

This increasing trend is attributed to extensive outreach to identify SLBE eligible firms and internal review of WSSC contracting opportunities to include SLBEs (Figure 26).

Figure 26: Payments to SLBE Firms by WSSC Contracting Areas

WSSC Contracting Areas	Totals
A & E	\$ 323,467
Construction	\$ 13,501,603
Goods and Services	\$ 927,636
Professional Services	\$ 26,710
Total	\$ 14,779,416

Payments to SLBE firms in Montgomery County were \$6.2 million and payments to SLBE firms in Prince George's County were \$6.6 million. Non-local firm located outside of Prince George's and Montgomery counties may participate in the SLBE Program if 25% of their workforce is domiciled in one or both counties (Figure 27).

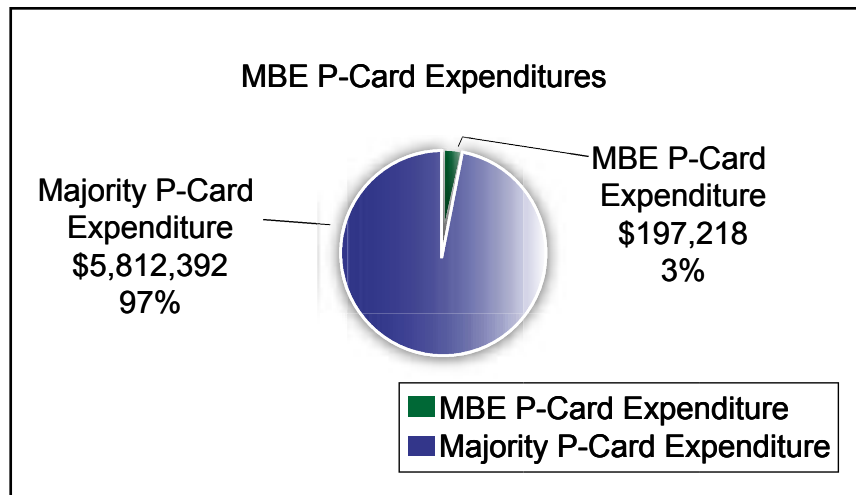
Figure 27: Payments to SLBE Firms by Location/County

Location/County	Totals
Montgomery County	\$ 6,169,576
Prince George's County	\$ 6,632,143
Non-Local	\$ 1,977,697
Total	\$ 14,779,416

Procurement Cards (P-Card) are utilized for informal purchases/expenditures less than \$5,000. P-Card expenditures are not tracked formally for regulatory reporting purposes in WSSC's SLMBE payment data. The data provided is aggregated from monthly reports provided by WSSC's P-Card financial partner.

In FY 2011, WSSC's MBE P-Card expenditures were \$197,218 (3%) of the total P-Card purchases of \$6 million (Figure 28). FY 2011 MBE P-Card expenditures decreased compared to the \$279,686 (5%) in FY 2010 MBE P-Card expenditures. The total for FY 2010 P-Card expenditures was \$4.9 million.

Figure 28: MBE P-Card Expenditures





Outreach Efforts/Awards and Recognition



Maryland/District of Columbia Minority Supplier Diversity Council (MD/DC MSDC) Annual Leadership Awards Gala

On October 8, 2010, the SLMBE Office, along with the WSSC Chairman, Commissioners, Laboratory Services Group Leader and A&E/Construction Acquisition Group Leader attended the 2010 MD/DC MSDC Leadership Awards Gala. The 29th annual event was held at the Camelot by Martins in Upper Marlboro, Maryland. The theme for the event was

“Celebrating Leaders and Legends.” Over 300 major corporations, MBE firms and political dignitaries were in attendance to salute the awardees.

Metropolitan Washington Airports Authority (MWAA) 2010 Business Opportunity Seminar

On October 14, 2010, the SLMBE Office attended and exhibited at the 2010 Business Opportunity Seminar, hosted by the MWAA. The event theme was “Keeping It Moving.” The Business Opportunity Seminar included a number of workshops covering topics such as, “Doing Business with the Airports Authority” and “Contracting Opportunities Break Sessions.” Over 50 exhibitors including the MWAA, state and local agencies were on hand for one-on-one discussions.

Top 100 Minority Business Enterprise’s Award Ceremony

On October 14, 2010, the SLMBE Office attended the 5th Anniversary of the Top 100 MBEs Award Ceremony, honoring minority and women entrepreneurs. The event was hosted by Sharon Pinder, Founder of the Top 100 MBE Awards Ceremony and CEO of the Center for Business Inclusion and Diversity. This year the Top 100 added the Commonwealth of Pennsylvania which, along with Maryland, Virginia, Delaware and the District of Columbia became the 5th geographic area recognized for this award.

19th Annual Baltimore/Washington Region Government Procurement Fair

On October 27, 2010, the SLMBE Office exhibited along with over 50 government agencies and prime contractors at the 19th Annual Baltimore/Washington Region Government Procurement Fair. This event included One-on-One Sessions, Informational Sessions on Business to Government Development, Cyber Security and Construction. This event was held at the Greenbelt Marriott and was hosted by the Baltimore Washington Corridor Chamber.

2010 How-To Conference

On October 27, 2010, the SLMBE Office exhibited at the 2010 How-To Conference. This premier Conference focuses on small minority and disadvantaged businesses. Founded by K.C. Ford, of GettingThere4Him, Inc., this event provides workshops and keynote speakers, as well as exhibitors and forums focusing on



developing newly started businesses in the metropolitan area. Some of the workshop topics included “Completing the MDOT Certification Process,” “How to Better Manage Your Operations” and “Social Media: Using the Internet to Your Advantage.”

Alliance Baltimore 2010 Small Business Procurement Fair

On November 10, 2010, the SLMBE Office was one of more than 50 agencies and prime contractors in attendance that participated in the Matchmaking session hosted by the Alliance Baltimore 2010 Small Business Procurement Fair and Matchmaking event. This Conference provided opportunities to meet contracting officers and representatives from major organizations and companies in the surrounding area to discuss business opportunities. Educational sessions were conducted covering topics based on current information on emerging new standards and best practices; tools to bid on contracts successfully; and how to gain valuable information and share success stories. More than 100 small businesses were in attendance.



The SLMBE Office Hosts an Informational Workshop and Matchmaking Event for the Enhanced Nutrient Removal (ENR) Projects

On November 12, 2010, the SLMBE Office hosted the ENR Information Workshop and Matchmaking event at the WSSC Headquarters in Laurel, Maryland. This event featured the Project Delivery Group, highlighting upcoming ENR projects for the Western Branch, Seneca, and Parkway Wastewater Treatment Plants. The Project Delivery Group provided a brief overview of the projects and the SLMBE Office presented information about the MBE and SLBE Programs. Approximately 85 SLMBE businesses were in attendance. Directly following the project overviews, attendees were invited to participate in the one-on-one matchmaking workshop.

Professional Women In Construction (PWC) Workshop - Topic: What do the Small Business Administration (SBA) New Women-Owned Business Regulations Mean for Your Company

On December 9, 2010, the SLMBE Office attended the PWC Workshop event at the Oval Room in Washington, D.C. This panel discussion covered the topic “What do the SBA’s New Women-owned Business Regulations Mean for Your Company.” The SBA’s District Director of the SBA was present to discuss the new regulations and concerns from area women-owned businesses.

MD/DC Minority Supplier Development Council (MD/DC MSDC) 2010 Annual Members’ Meeting

On December 10, 2010, the SLMBE Office attended the MD/DC MSDC 2010 Annual Members’ Meeting. This annual networking event brings together corporate the MD/DC MSDC members, MD/DC MSDC Board of Directors and certified WBE and MBE MD/DC MSDC members. Ms. Joset Wright, the new President of the National Minority Supplier Development Council brought remarks about the forward progress of the organization and the local initiatives that were to be undertaken in calendar year 2011.

10th Annual Minority Legislative Breakfast

On December 17, 2010, the SLMBE Office, along with representatives from WSSC's Internal Audit Office, Human Resources Office and the Laboratory Services Group attended the 2010 Minority Legislative Breakfast hosted by the Hispanic Chamber of Commerce of Montgomery County. Every December the Montgomery County Hispanic Chamber of Commerce, African American Chamber of Commerce and Asian American Political Alliance co-host this event to discuss legislative issues that may have an impact on the minority business community in Montgomery County. The Vice President of the Hispanic Chamber of Commerce Montgomery County presented the Joint Legislative Priorities.

WSSC's Customer Advisory Board (CAB) Meeting

On January 10, 2011, the Director of the SLMBE Office presented an overview of the SLMBE Program to the CAB monthly meeting. The presentation covered the Commission's MBE Program; the SLBE Program and an overview of the WSSC 2010 Disparity Study project.

WSSC Hosted a Public Community Meeting on the Disparity Study Results

On January 19, 2011, WSSC hosted a special meeting for the public to learn about the WSSC Disparity Study findings and recommendations. The study consultant presented detailed information on the study methodology, data outcomes and recommendations to avoid being an active or passive participant in private discrimination. Members of the supplier community attended and were provided an opportunity to discuss the study through a question and answer session.



MD/DC Minority Supplier Development Council: Minority Business Enterprise Input Committee (MBEIC) Kick Off Breakfast Meeting

On January 19, 2011, the SLMBE Office hosted the MSDC monthly MBEIC Kick-Off Meeting, which was attended by 55 MBEIC members. WSSC's General Manager/CEO and the Director of the SLMBE Office brought greetings on behalf of the Commission. This meeting included presenters from the SBA's District Director; Director of the Department of General Services for Montgomery County; the Outreach Manager for the Inter-County Connector Project and Turner Construction Company.

Special Briefing to the Members of the Maryland General Assembly on the Disparity Study

On January 26, 2011, the General Manager/CEO and SLMBE Disparity Study Project Manager presented a status report regarding the anticipated outcome and community outreach efforts pertaining to the WSSC 2010 Disparity Study.

Procurement Innovations: eBridge Informational Workshop

On January 31, 2011, the SLMBE Office kicked off the 2011 Vendor Day and Workshop Series by hosting a Procurement Innovations Workshop featuring eBridge. This informational workshop introduced eBridge and the Reverse Auction process to more than 50 attendees. The representative from eBridge presented an overview of their process and explained step-by-step the difference between the traditional paper-bid process and the electronic reverse auction process. A number of examples of how WSSC and other entities are moving towards this procurement innovation were also covered in the presentation. The Acquisition Office, Goods and Professional Services Group Leader, and the Professional Services Unit Coordinator were also in attendance to provide their insight and answer specific questions regarding the acquisition process and how WSSC is using and planning to use the reverse auction process on future procurements.

WSSC's Logistics Office Matchmaking Event

On February 18, 2011, the SLMBE Office hosted the 2011 Logistics Office Matchmaking event at the WSSC Headquarters in Laurel, Maryland. Representatives from Fleet Services Group, Materials and Services Group, Property Management Group and Security & Safety Services Group welcomed 50 participants. These firms signed up to attend the one-on-one matchmaking workshop to explore specific contracting opportunities identified by the Logistics Office.



WSSC's Acquisition Office Matchmaking Event

On March 4, 2011, the SLMBE Office hosted the 2011 Acquisition Office Matchmaking Event at the WSSC Headquarters in Laurel, Maryland. The event was kicked off by the Director of the Acquisition Office. The Acquisition Office welcomed 89 participants. Representatives from Goods and Services, A&E and Construction and Professional Services were on hand to meet one-on-one with suppliers to discuss contracting opportunities. This workshop allowed suppliers five to ten minutes to sit and talk with the Acquisition Consultants, Group Leaders and Unit Coordinators.



Greater Washington Hispanic Chamber of Commerce (GWHCC) 2011 Business Expo

On March 16, 2011, the SLMBE Office exhibited at the 2011 GWHCC Business Expo in Washington D.C. The SLMBE Office was one of the 75 local government agency and company exhibitors for this event. This event brings together business leaders, elected officials, and decision makers from companies, corporations, prime contractors, embassies, plus federal and local government agencies.

Project Information Workshop – Paint Branch, Lower Anacostia, Beaverdam IDIQ and Lateral IFB Contract

On March 17, 2011, the SLMBE Office in conjunction with the A&E/Construction Team hosted a Project Information Workshop for the Paint Branch, Lower Anacostia, Beaverdam IDIQ and Lateral IFB Contract. This event provided information about the upcoming projects and identified contracting opportunities for SLMBE firms as well as offered a venue for SLMBE firms to network with potential prime contractors.



Women's Business Enterprise National Council (WBENC) Summit & Salute

On March 22-24, the SLMBE Office attended the 2011 WBENC Summit & Salute to Women Business Enterprises. The Summit & Salute brings together America's leading corporations, government agencies, women business owners and strategic partner organizations. This two-day event focused on the evolution of supply chain diversity in today's economy and the capacity of women business enterprises to meet changing corporate needs. The event also included information on business forecasts, market trends, and best practices. The Salute honored WBENC's women-owned businesses for their achievements.

WSSC 2011 Women Business Owners Expo (WBO)

On March 25, 2011, the SLMBE Office hosted its 3rd Annual WBO at WSSC. The theme was "Create Your Own Opportunities, Be a Power Player." The event was hosted in March as part of Women's History Month, and focuses on the challenges faced by WBEs in Prince George's and Montgomery counties and the surrounding areas. KC Ford of GettingThere4Him, Inc. served as the event's emcee.

The Keynote Speaker was Ronda Slade, President and CEO, Prince George's Chamber of Commerce. Other speakers included: Angela Franco, President and CEO of the Greater Washington Hispanic Chamber of Commerce, Sharon Freeman, President and CEO of Americans, Chinese, and Africans Connecting and Kimberly Ellison-Taylor, Executive Director of Health and Human Services Industry Solutions, Oracle. Over 90 attendees gathered information in the Expo's four supplier development workshops. The WPEO held a workshop on the benefits of becoming a certified-WBE firm; Walden University provided information on continuing education programs; the SBA provided insight on the WOSB Self Certification Program; and the SLMBE Office gave an overview of the SLBE Program. Attendees networked with WSSC decision-makers and other like-minded organizations such as the Governors' Office of Minority Affairs and the Maryland Department of Transportation.



The 2011 NASTT NO-Dig Show

On March 28-30, 2011, the SLMBE Office in partnership with the Infrastructure-Systems Group and the Engineering and Construction Team exhibited at the NASTT's 2011 No-Dig Show. This event is the largest *Trenchless* Technology Conference in North America, where hundreds of professionals attended to learn new options that have emerged for rebuilding North America's underground infrastructure using trenchless technology.

The United States Hispanic Chamber of Commerce (USHCC) 21st Annual Legislative Summit

On March 30, 2011, the SLMBE Office participated in the Federal Agency Procurement Matchmaking Event. This event was an added feature at the USHCC 21st Annual Legislative Summit. This matchmaking session was tailored for Hispanic Business Enterprises seeking contracting opportunities with federal and state government agencies in the metropolitan area.

SBA/Montgomery County Department of Economic Development

On April 19, 2011, SLMBE Office participated in the SBA Contracting with Local Small Business Certification Programs workshop. The SLMBE Office participated in a panel discussion on the Commission's SLBE Program. Local small business owners in Montgomery County area attended this event to gain insight on the Commission's SLBE Program, SBA, Montgomery County Small Business Reserve Program, Montgomery College Small Business Opportunities, and Montgomery County Public Schools Division of Construction Small Business Program.

10th Annual City of Baltimore Procurement and Outreach Fair

On April 19, 2011, the SLMBE Office participated in the 10th Annual City of Baltimore Procurement and Outreach Fair hosted at the Baltimore Polytechnic Institute. The SLMBE Office and WSSC's Project Delivery Group joined over 100 exhibitors at this event, which was hosted by the Mayor's Office of Minority and Women-Owned Business Development. The goal of this event was to improve the success rate of minority and women-owned companies seeking to do business with the City of Baltimore and the surrounding areas. Representatives from agencies and organizations such as the Baltimore City Department of Transportation, Baltimore City Public Schools, along with the state and Federal governments were in attendance.





WSSC A&E and Construction Matchmaking Event

On April 21, 2011, the SLMBE Office hosted the 2011 A&E and Construction Matchmaking event at the WSSC Headquarters in Laurel, Maryland. The event was kicked off by the Chief Engineer. The A&E and Construction Office welcomed 93 participants. A&E and Construction representatives

from the Development Services Group, Project Delivery Group, Infrastructure Systems Group, Systems Inspection Group and Planning Group were on hand to sit one-on-one with suppliers to discuss contracting opportunities at the Commission.

ABC/Blue Book General Contractors (GC) Expo

On April 28, 2011, the SLMBE Office exhibited at the 2011 GC Expo held at FedEx Field in Landover, Maryland. The SLMBE Office represented one of the 75 local GC exhibitors and organizations at this event. This Expo was hosted by two industry leaders, the Blue Book and Associated Builders and Contractors, Inc. Hundreds of subcontractors and suppliers attend this annual event to learn about current or future projects and to network.

Solar PV Power Purchase Agreement (PPA) Project

On May 12, 2011, the SLMBE Office hosted a matchmaking event designed for suppliers seeking information about partnering opportunities for the Solar PV PPA Project to design, build and operate a Solar PV System. The event was held at WSSC Headquarters in Laurel, Maryland. There were over 100 participants in attendance. The main objective of this event was to provide interested suppliers with the opportunity to hear an overview of the project and to network with prime suppliers about subcontracting opportunities.



Maryland Washington Minority Contractor's Association (MWMCA) Spring Inclusion Breakfast/Business Showcase

On May 13, 2011, the MWMCA celebrated its tenth year advocating for minority-owned businesses with its 8th Annual Spring Minority Business Enterprise Outreach and Exhibitor Showcase Expo. Jerry Johnson, WSSC General Manager/CEO was the recipient of the "2011 Most Innovative Executive of the Year Award for Minority Businesses." The theme of this year's event was, "One Maryland Leads America in Moving Minority Business Forward," and the 1,330



guests seemed to agree. Fifty-two companies and government agencies exhibited their services, products, and opportunities. The Honorable Benjamin S. Cardin, Lt. Governor Anthony G. Brown, and Baltimore Gas and Electric President Kenneth DeFontes addressed the attendees. The Keynote speaker for the event was Mr. David Cordish, Chairman of the Cordish Companies.

Customer Care Team (CCT) Annual "Vendor Day"

On May 17, 2011, the SLMBE Office hosted the CCT Annual "Vendor Day" at WSSC. The event was kicked off by the Acting Chief of Customer Care. Representatives from the Customer Relations, Information Support, Strategic Planning, Wastewater Collection Systems, and Support Services Groups provided presentations about their roles and responsibilities to over 90 attendees. The event was followed by an informal exhibition by the Team's managers at designated booths where they answered specific questions and discussed upcoming contracting opportunities.

Women's Presidents' Educational Organization (WPEO) – Annual D.C. Regional Breakthrough Breakfast

On May 17, 2011, the SLMBE Office participated in and exhibited at the WPEO Procurement Fair. The WPEO hosted its 10th Annual D.C. Region Breakthrough Breakfast for women business owners. The Breakfast and mini trade fair are designed to provide women business owners access to contracting opportunities and to establish business relationships with corporate purchasing officials. This event allows WBENC-certified women business owners to enjoy breakfast and converse with corporate representatives during the mini trade fair. WSSC was one of the corporate sponsors for this event. This Breakfast provides invaluable networking opportunities and enables WPEO to provide innovative programs and services to help meet the needs of women entrepreneurs. WPEO is the regional affiliate of the WBENC.

Greater Washington Hispanic Chamber of Commerce (GWHCC) Annual Gala

On June 10, 2011, the SLMBE Office attended the 35th Annual GWHCC gala. The event celebrated the continued success of GWHCC in bringing attention to the growing community of Latino entrepreneurs and their achievements and contributions to the economy.

Women's Business Enterprise National Council (WBENC) 2011 National Conference and Business Fair

On June 21-23, 2011, the SLMBE Office attended the WBENC 12th Annual National Conference and Business Fair – The Opportunity Connection. This 3-day event was filled with powerful keynote speakers, workshops and a business fair featuring various corporations and government agencies. This event was host to more than 3,000 women businesses, government agencies, non-profit organizations and corporate procurement and supplier diversity executives.

Information Technology (IT) “Vendor Day”

On June 24, 2011, the SLMBE Office hosted the IT “Vendor Day” and Trade Show at WSSC. There were over 250 suppliers that registered for this event. Opening remarks were given by the Director of the SLMBE Office, followed by a presentation on IT Risk and Information Management presented by the Division Manager of IT Security. Other speakers presented on the acquisition process and the SLMBE Program. Suppliers were invited to participate in the trade show where WSSC Managers exhibited and answered specific questions and discussed upcoming contracting opportunities. Participating suppliers met with WSSC IT representatives in: Network Support, Application Development, Systems Support/Operations, Enterprise Architect Solutions, IT Security, Quality Assurance, IT Customer Support, Corporate Asset Management Office, Acquisition Office and SLMBE Office.



29th Annual MD/DC Minority Supplier Diversity Supplier Council (MD/DC MSDC) Business Procurement Conference

On June 27-28, 2011, the MD/DC MSDC held its 29th Annual Business Procurement Conference that included a Business Procurement Fair at Martin’s West, in Baltimore County. The event theme was “Going Global: Keys to Winning in an Interconnected Marketplace.” WSSC also participated in the business networking event and attended and participated as an exhibitor. The event was kicked off with a breakfast featuring Keynote Speaker, the Honorable Ron Dellums.



The Road Ahead

A Message from the SLMBE Director

The Commission has a long and illustrious history in its support of Prince George's and Montgomery counties' small, local and minority entrepreneurs. And over the last 30 years, relationships with businesses owned and operated by minorities and women have boosted the need and justification for an empowered advocate: WSSC's Small, Local and Minority Business Enterprise (SLMBE) Office.

Reinforcement of strategic partnerships with these drivers of economic development has advanced the Commission's position in the national movement of Supplier Diversity. We have embraced this concept by contracting with qualified small, local and minority businesses that supply goods and services. Also known as minority business enterprises (MBEs), these ventures usually consist of small businesses run and owned by women and ethnic minorities.

WSSC's commitment to supplier diversity encompasses every area of the utility's operations and support units. Through the SLMBE Office, our progressive procurement initiatives are an integral part of how WSSC provides world-class water and wastewater management services to the community. As such, the SLMBE Office recognizes the value of a diverse supply chain and remains committed to integrating and leveraging supplier diversity principles.

In FY 2011, the Commission purchased \$66.9 million in goods and services from MBEs, up from \$59.9 million in FY 2010. This year, MBEs were the recipients of \$133.2 million in contract awards. This is further complimented by the \$14.8 million paid directly to SLBE firms. The Commission views this practice as a good business decision. The benefits are prolific: We are developing a customer-centric initiative; building a capacity of targeted diverse suppliers; and integrate those suppliers into our core areas of contracting opportunities. More importantly, establishing contracts with our local, small and MBE communities helps us meet the ongoing business challenges to deliver quality water and wastewater treatment services.

The Road Ahead continued

At the Commission, we believe in creating opportunities for suppliers to succeed. Since the inception of the MBE Program, we have continued to strengthen efforts to enhance and expand access to MBEs. This commitment is illustrated by the evidence of our accomplishments:

- We exceeded the MBE goal for payments of 26%, achieving 27%;
- We completed an in-depth disparity study under 12 months; and
- We adopted a new MBE Program.

We are proud of the SLMBE Office Programs and the measurable accomplishments in FY 2011, however, the road ahead requires a measure of excellence to implement our core business principles we define as the 4-Pillars of the SLMBE Office Program: Supplier Advocacy, Compliance, Supplier Development and Extensive Outreach. Our commitment to these principles requires a collaborative business environment - an environment that possesses the competency of diversity and fully embraces the power and the value of inclusiveness.

This is not the finish line. It is the starting line for the Commission's evolution of the local, regional, statewide and national Supplier Diversity Program movement. In order for us to be the best, we need to do business with the best, which ultimately will allow us to provide the best to our customers and community. We are in motion: Reengineering businesses processes; leverage enabling technology; and strengthening our compliance measures. Furthering our reach into the community and above all, we will continue to work toward creating transparency and opportunities that will support us in providing safe and reliable water and wastewater services to our community and the many lives we touch daily.

We thank you and all of our partners who join us in this commitment and continue to support us in our efforts. We look forward to a successful 2012.



Towanda R. Livingston, Director
Small, Local and Minority Business Enterprise Office

Original Commitment Signed Letter



Washington Suburban Sanitary Commission

14501 Sweitzer Lane • Laurel, Maryland 20707-5901

COMMISSIONERS
Dr. Roscoe M. Moore, Jr., Chair
Christopher Lawson, Vice Chair
Gene W. Counihan
Melanie Hartwig-Davis
Antonio L. Jones
Adrienne A. Mandel

GENERAL MANAGER
Jerry N. Johnson

WSSC'S COMMITMENT TO THE SMALL, LOCAL AND MINORITY BUSINESS ENTERPRISE PROGRAM

The Washington Suburban Sanitary Commission (WSSC or Commission) 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.

During the past decade, WSSC has awarded more than **\$500 million** dollars worth of business to SLMBE firms and we are determined to build on this record. We recognize that SLMBE firms help provide valuable ideas, services and products available in the diverse marketplace and community in 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 wastewater services.

At WSSC, our SLMBE Program is interwoven in our core strategic priorities: Infrastructure, Financial Stability, Workforce Management, Procurement, Customer Service, Security and Safety, Communications and Stakeholder Relationships, and Environmental Stewardship. As a result, WSSC, our customers and other key stakeholders continue to reap benefits available through under utilized 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, and 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 SLMBE firms and developing sustainable relationships with our minority-owned, women-owned and disadvantaged businesses. The SLMBE Program is just good business and just good for our customers.

To learn more about WSSC's SLMBE Program, visit our website at www.wsscwater.com.

Sincerely,

Jerry N. Johnson
General Manager/CEO

WSSC'S Board of Commissioners



Chair

Dr. Roscoe M. Moore, Jr.



Vice-Chair

Christopher Lawson



Gene W. Counihan



Melanie Hartwig-Davis



Antonio L. Jones



Adrienne A. Mandel



General Manager/CEO

Jerry N. Johnson



Director, SLMBE Office

Towanda R. Livingston

SLMBE Office Organizational Chart



TOWANDA R. LIVINGSTON

DIRECTOR

BEVERLY PERRY

ADMINISTRATIVE ASSISTANT III



THOMAS "MIKE" TURNER

PROGRAM UNIT COORDINATOR

TRACEY EDWARDS

PROGRAM SPECIALIST



VINCENT HILL

SENIOR COMPLIANCE SPECIALIST

LACRESHIA WOOD

FIELD COMPLIANCE SPECIALIST



VALCA VALENTINE

OUTREACH COORDINATOR

DALILA DIAZ-VALLALTA

BUSINESS ASSOCIATE



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

Administrative Assistant III:

Assistant to the SLMBE Director, and assists with managing the SLMBE Office.

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.

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

Senior Compliance Specialist:

Responsible for tracking, monitoring and reporting compliance and enforcement data.

Field Compliance Specialist:

Responsible for tracking and reporting subcontracting plan data and ensuring that SLMBE suppliers are performing commercially-useful work on WSSC-funded contracts.

Outreach Coordinator: Responsible for the planning and managing of targeted outreach efforts and managing community-partner relationships.

Business Associate: Responsible for administrative and technical support of each program element within the SLMBE Office.

A

Acquisition Office – The office that procures goods and professional services Commission-wide.

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 suppliers and by prime contractors or suppliers to subcontractors or sub-suppliers, usually pursuant to an open Invitation for Bid (IFB) or Request for Proposal (RFP) or Architectural & Engineering Qualification 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.

B

Bidder – A firm submitting a price or proposal in response to an IFB.

Business Process – Documentation of standard SLMBE Office operating procedures.

C

Centralized Bidder Registration System (CBR) – An automated web-based system wherein 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 & Engineering, Construction, Goods and Services, and Professional Services.

Construction – Refers to building or repairing WSSC offices, treatment plants, reservoirs and tanks, pipelines, structures and other facilities. Construction materials and supplies may be part of a construction purchase if procured by the contractor. If construction materials and supplies are purchased directly by WSSC, they are classified as goods purchases.

D

Disparity Study – The study that statistically analyzed WSSC prime contracts and subcontractors during the period of July 1, 2003 to June 30, 2009. For the purposes of analyzing prime contractor utilization, the study considered purchase orders and direct payments that were extracted from several WSSC data sources and opened or issued from period July 1, 2003 to June 30, 2009. In the study, each Purchase Order and direct payment is referred to as a contract.

Dollars – Dollars actually paid to primes and/or subcontractors and suppliers for WSSC contracted goods and/or services.

F

Fiscal Year (FY) – The Commission’s fiscal year is July 1st through June 30th.

G

Goal – Either an annual aspirational requirement or a contract-by-contract specific subcontracting requirement. Annual aspirational requirements are inapplicable to individual contracts, but are intended to serve as a benchmark against which to measure the overall effectiveness of the SLMBE Programs in increasing participation of ready, willing and able SLMBEs in WSSC contracting opportunities.

Good Faith Efforts – The actions taken by a bidder, respondent or prime contractor as established by reliable documentation of the bidder’s intent to comply with the SLMBE Program goals and procedures and is more than due diligence, including, but not limited to the requirements described in the list.

Goods and Services – The term “Goods” refers, without limitation to physical items such as treatment plant parts and supplies, water meters, fire hydrants, valves, office supplies and equipment, vehicles and other materials. The term “Services” refers without limitation to business, cleaning and restoration, communication and waste management services.

M

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., twenty-six percent (26%) of \$100,000 (\$26,000) is less dollars than twenty (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 payment is as follows:

$$\text{Certified-MBE Total Contract Payments} = \text{MBE\%}$$

WSSC's Total Contract Payments (Certified-MBE Total Contract Payments + Majority Contract Payments)

Minority Business Enterprise (MBE) – Any legal entity, except a joint venture, that is organized to engage in commercial transactions, which is certified as being at least 51% owned, managed and controlled by one or more socially and economically disadvantaged minority and/or woman individuals as defined in Article Section 14-301 of the State Finance & Procurement Article of the Maryland Annotated Code; 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 Business Development, or any governmental certification agency which substantially duplicates the requirements of these agencies.

P

Payment(s) – Dollars actually paid to primes and/or subcontractors and suppliers for WSSC-contracted goods and/or services.

Prime Contractor – The supplier or contractor to whom a Purchase Order or contract is issued by the WSSC for purposes of providing goods or services for the WSSC.

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

Proffered – The purposes of the Commission contracting practices, prime contractors awards contracts to their subcontractors on Commission-funded contracts. When a bidder or proposer's offer is accepted with subcontracting participation the Commission states that the bidder or proposer has proffered subcontracting on the contract.

S

Small Local Business Enterprise (SLBE) – An independently-owned and operated business regardless of race, ethnicity or gender; located in Montgomery County 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 that 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 Enterprises (SLMBE) – Refers to small, local and minority business enterprises defined in accordance with Sections 20-304 of the Public Utilities Code, Md. Code Ann., and the criteria adopted by the Commission in SP MBE 11-01 (Effective. May 1, 2011).

Standard Metropolitan Statistical Area (SMSA) – A geographical region with a relatively high population density at its core and close economic ties throughout the area.

Subcontractor – Any supplier or contractor that 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 the WSSC to track and monitor subcontractor availability and utilization (i.e., payments) on WSSC contracts.

W

Waiver – A provision of the SLMBE Program waived upon approval of a written request to the Acquisition Office and supported by documentation that demonstrates a Good Faith Effort either pre- or post-award of a WSSC contract, which is subject to approval by the SLMBE Director.

Women-Owned Business Enterprise (WBE) – Any legal entity, except a joint venture, that is organized to engage in commercial transactions and that is certified as being at least fifty-one percent (51%) owned, managed and controlled by a non-minority female(s).

WSSC or the Commission – Refers to the Washington Suburban Sanitary Commission.

Photo Captions

- Page 1:** WSSC Headquarters in Laurel, Maryland.
- Page 5:** (left to right) Jerry N. Johnson, WSSC GM/CEO and Congresswoman Donna F. Edwards (MD-4) inspecting damages caused by a water main break at the Central Hampton Business Park, Capitol Heights, Maryland.
- Page 5:** (left to right) Jerry N. Johnson, WSSC GM/CEO, Commissioner Antonio Jones and former Commissioner Prem Agarwal at a Diversity Study Public Meeting, Upper Marlboro, Maryland.
- Page 5:** (left to right) Ron Moler, III, Facility Technician III in the Seneca Group accepts the NACWA's Platinum Performance Award for the Seneca Wastewater Treatment Plant from Jay Price, Chief of Plant Operations and Jerry N. Johnson, WSSC GM/CEO, WSSC Headquarters, Laurel, Maryland.
- Page 6:** (right) Julio Revollo, former SLMBE Office Compliance Specialist at a matching making event, WSSC Headquarters, Laurel, Maryland.
- Page 6:** (seated) Thomas "Mike" Turner, SLMBE Office Program Unit Coordinator at the Green Expo hosted by the Acquisition Office, WSSC Headquarters, Laurel, Maryland.
- Page 6:** Members of the WSSC's Wind Farm Project Team and WSSC's Communications Office, Forward, Pennsylvania.
- Page 9:** (left-seated to right) WSSC workers and Jerry N. Johnson, WSSC GM/CEO at WSSC's UV Technology event at the Potomac Water Filtration Plant.
- Page 11:** Cathy Martin, Director of WSSC's Acquisition Office at a Supplier Education Session, WSSC Headquarters, Laurel, Maryland.
- Page 19:** (left to right) Jerry N. Johnson, WSSC GM/CEO, Lynda Dorman, SLMBE Office Consultant Project Manager and Jim Neustadt, Director of WSSC's Office of Communications and Community Relations at the Public Community Meeting to present WSSC 2010 Disparity Study findings, WSSC Headquarters, Laurel, Maryland.
- Page 26:** (left to right) Julio Revollo (former SLMBE staff), Tracey Edwards and Tomaneci Waller (former SLMBE staff).
- Page 32:** WSSC's (3rd Annual) 2011 Women Business Owners Expo hosted by the SLMBE Office, WSSC Headquarters, Laurel, Maryland.
- Page 33:** Towanda Livingston, Director of WSSC's SLMBE Office and Lt. Governor Anthony Brown at the MD/DC MSDC Annual Leadership Awards Gala, Oxon Hill, Maryland.

- Page 34:** (right) Tomaneci Waller, former SLMBE Office Outreach Coordinator at the How-To Conference, Bowie, Maryland.
- Page 36:** Public community meeting to present the WSSC 2010 Disparity Study findings, WSSC Headquarters, Laurel, Maryland.
- Page 38:** (right) Troy Wilkerson, Property Management Group Leader in WSSC's Logistics Office at the Logistics Office Matchmaking event, WSSC Headquarters, Laurel, Maryland.
- Page 38:** Bobbie Tolston-Wilkerson, Goods and Services Group Leader in WSSC's Acquisition Office, at the Acquisition Office Matchmaking event, WSSC Headquarters, Laurel.
- Page 39:** Towanda Livingston, Director of WSSC's SLMBE Office at the Project Information Workshop for the Paint Branch, Lower Anacostia, Beaverdam IDIQ and Lateral IFB Contract, WSSC Headquarters, Laurel, Maryland.
- Page 40:** (left to right) Towanda Livingston, Director, SLMBE Office, Angela Franco, President/CEO of the Greater Hispanic Chamber of Commerce, Jerry N. Johnson, WSSC GM/CEO, Sharon Freeman, President/CEO of Americans, Chinese and Africans Connecting, Ronda Slade, President/CEO Prince George's Chamber of Commerce and Kimberly Ellison-Taylor, Executive Director of Health and Human Services Industry Solutions, Oracle at WSSC's (3rd Annual) 2011 Women Business Owners Expo hosted by the SLMBE Office, WSSC Headquarters, Laurel, Maryland.
- Page 41:** (2nd-left to right) Donald Carter, Property Management Technician in the Property Management Group and Hahns Hairston, Plant Engineering Supervisor in the Potomac Group at the UV Technology event, Potomac Water Filtration Plant.
- Page 42:** (left) Mike Harmer, Group Leader for the Development Services Group at the A&E and Construction Matchmaking event, WSSC Headquarters, Laurel, Maryland.
- Page 42:** (centered) Ross Beschner, Group Leader for Systems Inspection Group at the Solar PV Power Purchase Agreement Project Matchmaking event, WSSC Headquarters, Laurel, Maryland.
- Page 43:** (left to right) Wayne Frazier, President of the Maryland Washington Minority Contractor's Association and Jerry N. Johnson, GM/CEO at the MWMCA Leadership Awards Gala, Baltimore, Maryland.
- Page 45:** Kevin James, former WSSC IT Security Division Manager at the Information Technology "Vendor Day" event, WSSC Headquarters, Laurel, Maryland.

Environmental Stewardship

Please do not photocopy the FY 2011 Legislative Report. Encourage others to view the WSSC FY 2011 Legislative Report at www.wsscwater.com.

In FY 2012, the SLMBE Office will extend its effort to support WSSC's Core Value of Environmental Stewardship by publishing the WSSC FY 2012 Legislative Report through the WSSC website and by electronic transmission. A limited quantity of printed copies will be made available.

WSSC FY 2011 Legislative Report Production Credits



Executive Sponsor:
Towanda R. Livingston, SLMBE Director

Project Management:
Lynda M. Dorman, Consultant Project Manager SLMBE Office

Contributors and Technical Readers:
Lisa Cooper, Dalila Diaz-Villalta, Lynda Dorman,
Tracey Edwards, Vincent Hill, Towanda Livingston,
Beverly Perry, Julio Revollo, Mike Turner and LaCreshia Wood

Support Readers:
Gloria Trope, Valca Valentine, Yvette White and Tara Woods

Design and Layout:
Amy Wilson, WSSC Graphics Design Specialist

WSSC Photography:
Ronald Williams, WSSC Photographer

Printing:
Jack Scavicchio, WSSC Reprographics Specialist

© 2011 Washington Suburban Sanitary Commission
14501 Sweitzer Lane • Laurel, Md. 20707



**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

(301)-206-8800 • slmbe@wsscwater.com • www.wsscwater.com/business

**Register in our Centralized Bidder Registration (CBR)
Database to view all bid opportunities, download solicitations
and receive e-mail notifications of bid opportunities in your field.**

Visit www.cbr-wssc.com

It's FREE, Quick and Easy! REGISTER TODAY!